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PRINTERS'

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A JOURNAL FOR ADVERTISERS

185 Madison Avenue. New York City

Vol. CLIV, No. 6 New York, February 5, 1931

10c A COPY



"Frae savin' comes havin'"

THE PROBLEM of selling savings bank saving seems to be psychological. Most people admit the wisdom of saving—but the difficulty is to persuade them to begin—and with a savings bank.

Analyzing bank advertising, we discovered that banks devote themselves with almost studied detachment to the thrift appeal—and all too often make that appear too budgety and statistical.

In our work for the Emigrant Industrial Savings Bank of New York, we approach the subject from an entirely different angle. We present the attractive side of saving. Money-in-the-bank is pictured as a key which can unlock the door to adventure; a magic wand which can turn cherished dreams into realities. Too, the advantages of savings bank saving are convincingly proved. We show that opening an Emigrant Industrial Savings account can be the first step to fortune, and that that first step is a simple and thrilling one. This "sunny-side approach" is achieving very gratifying results.

N. W. Ayer & Son, Inc.

Advertising Headquarters

WASHINGTON SQUARE, PHILADELPHIA

New York Boston Chicago San Francisco Detroit London



JOHN P. WALLACE

Publisher of Wallaces' Farmer and lowa Homestead is carrying on the tradition of the farm paper founded by his father, "Uncle Henry," his brother, Henry C., and himself, 36 years ago.

Sketch No. 1, Introducing Publishers and Editors of Standard Farm papers

Mr. Wallace Says:

"Farmers today are living through an age that future historians will probably refer to as the Agricultural Revolution. Methods are changing overnight in both production and marketing.

Members of the Standard Farm Paper Unit ke abreast of these changes.

Standard Farm Papers, reaching 2,350,000 far distinct homes, are the most influential publications "Standard" territory. Each "Standard" public plain of facts tion has a definite local value to its readers, we fact publication has a definite local value to its readers, we fact the publication has a definite local value to its readers, we fact the publication has a definite local value to its readers, we fact the publication has a definite local value to its readers, we fact the publication has a definite local value to its readers, we fact the publication has a definite local value to its readers. have learned to depend upon "Standard" far ought news and information as the most useful inform tion available to them for increasing farm profi

The advertiser benefits because of this read confidence.

Eight papers reaching 2,350,000 farm hom

American Agriculturist Heard's Dairym Breeder's Gazette Nebraska Farme Farmer and Farm, Stock and Hame Prairie Farmer

Heard's Dairyman

Progressive Farmer and Southern Ru Wallace's Farmer and Iowa Homeston

he STANDARD FARM PAPER

NEW YORK — Wallace C. Richardson, Inc., Eastern Managers, 250 Park Aw CHICAGO — Standard Farm Papers, Inc., Daily News Building SAN FRANCISCO — 917 Hearst Building

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1930

PRINTERS' INK

and weekly. Subscription, U. S. A., \$3 a year. Printers' Ink Publishing Co., Inc., hishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter ge 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879. NEW YORK, FEBRUARY 5, 1931

How National Advertisers Determine the Advertising Appropriation

Their Plans Break Down to Four Methods That Deserve Serious Consideration-First of a Series of Three Articles

By Albert E. Haase

Managing Director, Association of National Advertisers, Inc.

THE Association of National Advertisers, as reported in unters' Ink of January 29, III,* recently made public a study the break down of 1929 and 00 advertising appropriations of national advertisers. This Unit ke g director of E. I. du Pont de mours, and former president of association, represents only a

t association, represents only a tistical presentation of actual ds and figures on advertising dgets. It does not attempt to public plain or interpret those figures aders, while the publication of this study has ard 'f far advertising of the tistical presents are all inform profits and the present the pre opriation.

The existing literature generally from ten to twelve basic shods. Close study and analysis ne home all the methods that have thus been set forth leads to the be-that, insofar as the use of add Southern Rus Iowa Homeston tising for the purpose of getting or profits within a reasonable od of time is concerned, there tonly four methods worthy of ous discussion.

"Advertisers Tell How They Deter-ed 1930 Budgets," page 93.

Those four methods are:

The Percentage Method
 The Unit of Sales Method

(3) Mail - Order Method **Buying Inquiries**

(4) The Objective and Task Method

Proper consideration of the application, and the advantages and disadvantages of these different methods of determining the advertising appropriation calls for a separate discussion of each. Consider first the percentage method.

The Percentage Method. If it were possible to get an answer from all or from the majority of advertisers of today on the methods which they use in determining their appropriations, the chances are that the percentage method would get the greatest number of votes. It is the popular method of the day and has been for some years.

In the questionnaire used to gather information for the 1929 and 1930 advertising budgets made by the Association of National Advertisers, there was a question concerning the method used in determining the appropriation. particular question was answered by 501 of the 506 national advertisers who contributed to that study. A certain number of these 501 advertisers, because of the fact that they sold a variety of products,

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answered separately for each type of product. This condition increased the total replies from 501 to 570 on this question. These 570 replies showed that 353 appropriations were determined by the percentage method.

What is this percentage method? What are its advantages and disadvantages?

In brief, this method is based on a determination of the appropriation by deciding that it shall represent a certain percentage of gross sales or net sales, or of gross profits or net profits. The sales figure or the profit figure may be the actual figure of the year that has ended; an average of several years in the immediate past; the projected figure of the coming year, or an average of a combination of the figures of the immediate past and future.

"How Is Percentage Arrived At?"

The figure on which the appropriation is based represents a subject on which there has been considerable discussion and argument. However, before turning to a summary of those different arguments it would seem to be in order to set forth first an answer to the question: "How is the percentage arrived at?"

The general answer is: According to the figure disclosed for the industry of which the particular advertiser is a part or, if there is no advertising in the industry, according to the figure used in some

similar or related industry. Such figures have not been widely disseminated in the public prints. They have become known chiefly through word of mouth-a condition brought about, in the natural course of events, by the shifting of advertising agency ac-counts and changing of jobs by sales and advertising managers and their subordinates, to say nothing of the fact that the financing of many businesses by banking houses has put the figures into the hands of bankers and they have been disseminated by them.

The percentage figures that are generally disseminated represent a percentage in relation to gross

sales. When put into use by ar advertiser who builds on a basis of net sales, gross profits or ne profits, they are naturally pared

For staple commodities the percentage figures usually range, according to the commodity, between 2 and 6 per cent. For special prod ucts that have some inherent of claimed feature which lifts or i intended to lift them out of the staple class, the appropriation ofter runs to 15 per cent or higher. Fo products distinctly in the luxur class the percentage figure may, i some cases, run from 20 to 40 pe cent of gross sales.

To return now to a discussion of the use of sales or profits as the basis on which to determine the

appropriation:

Chief among the arguments favor of using the sales figure a uying the basis for the appropriation i that, although profits may be low e need the reason for low profits lies out Joe side of the sales and advertising oy. S

department.

It is argued that high sales vol ume with low profits calls for rigid overhauling of those depart ments which have to do w production, and a corresponding ex amination of sales procedure to di termine whether sales expense not too high. It is further argu that if profits are used as a bas and sales are disregarded, inch ciencies may bring a low prof with a corresponding low appro priation, which will mean that, d prived of advertising backing, sak will be increasingly hard to ge Thus say the proponents of the method, the advertiser kills off h hope for good sales volumethe time when he needs large sale in order to bolster up profits.

By those who argue in favor a profit basis, it is emphasized th no matter how successful an vertiser has been in getting lan sales volume, he is unwise to inve tising. They point out that if I sales figure is used it would possible for the advertiser to go the extent of investing so mi money in advertising that he wo wipe out the profits entire

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nherent of the trunks filled lifts or in the bustles . . . the panoramic out of the liew of the Chicago World's igher. Fo hir? Joe Banks decided to the luxur take his nest up under the are may, it wes—and you wouldn't know 0 to 40 pc the old attic now!

Here, in a room of his own, te boy's talent for interior coration gets its first real ance for expression. He's mning the whole job-putting guments i maining the whole job—putting is figure at the wallboard insulation, bying whatever new furniture hay be low eneeds, choosing the curtains. Its lies out Joe reads THE AMERICAN advertising by. So do 700,000 others like him. 85% are of high-school age or older. Their purchases for personal use amount to hundreds of thousands of dollars. But far more important is their tremendous pressure in family buying councils-when purchases for the entire household are up for consideration.

It pays to have this dynamic army on your side. Seek its support, openly and frankly, by telling your story to youth in its favorite magazine. You can't begin your good-will campaign too early. Forms for the April issue close February 10th.



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Profits are what pay dividends, and if too great a proportion of them is used to advance advertising a company will show a shrinking dividend rate.

In a well conducted business, however, all such argument should be more or less academic. If sales are being gained at a reasonable figure, if the production and other departments are functioning properly, it does not matter greatly which is used as a basis for the appropriation-sales or profits. As a matter of fact, the difference of method will be rather a difference of term. The advertiser using sales will use a smaller percentage figure than the advertiser using profits-and yet both will amount to the same thing in the total amount appropriated.

The difference becomes important, however, if peculiar business conditions make it necessary to write off losses during any year. When these conditions exist, the advertiser must clearly determine for himself the cost of not advertising as well as the cost of advertising.

Three Methods

In determining the appropriation by the percentage method, no matter whether the sales or profit figure is the basis, advertisers, as previously indicated, use three different methods in arriving at their base figure:

First the appropriation is based solely on the sales or profits of the previous year or on an "average" for a number of years of the immediate past.

Second, the appropriation is based solely on estimated sales or profits for the coming year.

Third, the appropriation is based on a consideration of sales or profits of the previous year or years in combination with estimated sales or profits for the coming year.

What are the claims for and against these different methods of arriving at a base figure?

A few years ago, many more advertisers used past year's sales or profits as a basis than are using this figure today. The reason for

this change is to be found in the fact that many advertisers had discovered this figure to be an unsound foundation.

Unusual business conditions during any one year, for examp militate against the soundness this basis. For instance, a year depression and tight money mean low sales volume and conquently low profit volume whis will mean a correspondingly la appropriation for the following ye when business has begun to pi up and there is normally momoney to be spent on the productive difference of the production of the pro

Nevertheless, there are as many advertisers who use passles or profits as a basic figure it dea that thus they ke their feet on the ground and do speculate on uncertainties. short, the chief virtue of this lafigure is conservatism.

The second method—using as or profits for the coming year the base figure in determining appropriation—is one that had greatest popularity in our recelong-extended period of properity. This is the method of toonfirmed optimist.

It has its dangers—dang which are seen more readily in period of depression than in period of prosperity. Its weakn is that it is based upon an assumation that a business can constently and continuously manahead in sales or profit volume without regard to the law diminishing returns or without gard to changing business continuously manahead in sales or profit volumes.

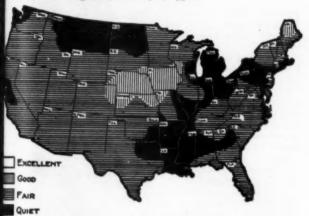
The third method of arriving the base figure—a combination the past and the expected future is the plan that finds favor withe more thoughtful advertis who desires to use, or believes it necessary for him to use, the pecentage system of determining appropriation. Because it represents the middle ground betwee conservatism and optimism it holless dangers in periods of chaning economic conditions.

The chief advantage of the p centage method lies in the

(Continued on page 130)

to be an Corporations that allocate their dvertising expenditures on basis SALES OPPORTUNITIES in he different markets will make the est showing in 1931!

from Forbes Magazine, January 1, 1931.



Business Is Good in Iowa!

Wise sales and advertising managers who want results, not just publicity from their advertising dollars in 1931, will concentrate and increase advertising efforts in Iowa this year.

The time-tested prescription for more lowa sales is an adequate campaign in The Des Moines Register and Tribune.

In the center two-thirds of Iowa, The Register and Tribune sells 68% of all the Sunday newspapers and 56% of all the daily newspapers circulated in this area . . . 42 newspapers all told (out of lowa papers included).

The Des Moines Register and Tribune

Over 240,000 Daily

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Beyond the Pyrenees..

Electricia

PICTURESQUE and prophetic: This Spanish peasant woman who carries from room to room a glass bulb attached to a long wire.

Just one bulb for the whole house, but it is electric light with the tremendous water power of the Pyrenees behind it.

What does it mean? Simply that the stubborn mountains, which for centuries have blocked the way for industrial progress from the outside world, now have been forced to light the way for industrial progress to the lowliest homes of Spain.

The way is clear for many products from foreign lands: motor cars, electric refrigerators, phonographs . . .

Among the twenty-two and a half million people of Spain, tens of thousands are buying these products today. Hundreds of thousands will be buying them tomorrow...





How can you get profitable distribution your product in this awakening me

In Madrid and Barcelona the Thompson Company is helping guished group of clients to sol marketing problems in Spain.

And in the center of every large tion area in every land, except Japan and China, where offices opened when conditions warrant, vertising agency is bringing to the its clients the selfsame method ough study of the facts on the grown has made this company a leader tout the world in promoting prohighly competitive trades and in

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a the direction of members of the Madrid office staff of the J. Walter mpson Company both of these unusual photographs were made in a ant's home in a Spanish village of 533 inhabitants. This woman carries celona the I room to room this single electric bulb which is attached to a long wire. it represents modern light and power for Spain's humblest homes.

> · Chicago · St. Louis · Boston · Cincinnati · San Francisco · Los · Montreal · Toronto · · London · Paris · Madrid · Berlin · Warsaw · · Copenhagen · Antwerp · · Alexandria · Port Elizabeth · · Buenos o Paulo · · Bombay · · Melbourne · Sydney · · Batavia · · Wellington

ades and in alter Thompson Company

Styles and Earmarks in Advertisin Construction

From the Leaping-Along Kangaroo to the Dot-and-Dash Leopard

By Aesop Glim

WHEN you tune in on your radio—idly turning from station to station—and suddenly you hear someone talking very fast—a veritable machine-gun of a voice—and you know in a minute who's speaking—Oh, Boy! Ain't it a—?

As a matter of fact—is it or ain't it? You know there's only one man who can talk that fast—you have sat and marveled at his speed and diction—you may do so again this time. But—did you and will you get what he's saying?

Or will you get so absorbed, fascinated or even irritated by his delivery, that you will miss hearing what he has to say?

This is a discussion of styles and earmarks in advertising construction.

The radio speaker just described might be called a leapingalong kangaroo; he's Exhibit One in an imaginary menagerie of speakers and writers whom I wish to parade before you today. His style marks him the moment his voice hits your ear.

It's up to you to decide whether such a style is an asset or a liability—to the advertiser whose message he is delivering.

Exhibit Two might be illustrated by an old, old story. A colored man was suing for divorce. The judge wanted to know what grounds he had.

"Jedge, she just talk and talk and talk—all day."

"What does she talk about?"

"She don't say."
You have certainly encountered
writers and speakers who talk and
talk and talk all day—yet apparently don't say what they're talking about. It seems as though
they would never get to the point.
For our menagerie we'll have to
label them hogs of some kind—devourers of time and space. Our

time and the advertiser's space Time-and-space hogs.

I hardly need to ask the jury is an opinion on this animal. The vorce should be easy to secure.

Next . . . and not so rare . . . the menagerie of writers encounter—and quickly recogni—and love or hate—a man (woman) who knows . . exact where . . . every punctuation mais located; on the typewriter . . especially these----and the

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A dot-and-dash leopard!
Probably for impressivene

possibly to fill space, such a win begins to break up his copy wi dots and dashes. The habit gro on him and in no time at all I breaks out in a veritable disea of dots and dashes.

It's an insidious disease akin the drug habit. One jab invi another and another and another Until finally the disease marks tindividual. Every (brain) diproduced by that writer bears tinmistakable pock marks of tidot-and-dash disease.

And the disease is incurable the writer no longer has the abity to produce even one complet honest-to-goodness, simple, declarities entence.

Have you read the Wickersha Report? (No hard feelings if y haven't.) You know that reputhed an author—ipso facto, de fat and per se.

In advertising we have a counterpart — the foreign wo weasel. He has to get "that a lightful air of faux pas" into eve piece of copy he writes. Sometimes varied with quelque che or Weldschmerz. He may eve tell you, "The Greeks had a wo for it," and not flatter you enou to tell you what the word was.

Gentlemen of the Jury-do

10

TISIN horough Trading Area Coverage Through One Newspaper!

Leaders Use ONE Paper in Milwaukee!

THE "1931 Consumer Analysis of the Greater Milwaukee Market" shows that 65 brands of toilet soap were sold here in 1930, but "Palmolive," advertised exclusively in The Journal, was used by 36% of the buyers.

With 54 brands of catsup in the market, 50% of all families chose "Sniders" and 38% chose "Heinz"—both advertised only in The Journal.

In competition with 61 brands of insecticides, "Flytox" and "Flit" won 58% of all sales in the market by advertising in The Journal alone.

More than 400 of the nation's most successful merchandisers consistently sell the Milwaukee-Wisconsin market by advertising in The Milwaukee Journal exclusively.

HE MILWAUKEE JOURNAL

ad in More than Four out of Five Milwaukee Homes!

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Wickersha elings if yo that repo cto, de for have h foreign-wo

et "that of s" into ever tes. Some telque cho may ever had a wo you enought ord was.

Jury—do

hear "Thumbs down" on this dashery were lacking in merit. I animal?

I once shared an office with a polysyllabic-synonym hound.

He was always asking me for a four-syllable synonym for dog or rug or octopus. His copy had to scan. In his spare time he chanted Homer and Vergil.

His copy read beautifully-veritable songs without words. But it didn't sell enough goods to swamp

any factories.

Then there's a writing animal who belongs in our menagerie, to whom we will give a Latin namelogophile-in order to maintain the zoological aspect. Logophile would mean word-lover, but that sounds a bit Freudian for our purposes.

He may or may not be a faithful lover. He may vary his love from day to day-or be true to one love forever. In terms of any one piece of copy, however, he can always be spotted. Some one word will appear and reappear-such as the word "veritable" in the foregoing paragraphs. Sooner or later, it gets on your nerves and you begin to watch for its recurrence.

Not all the animals in our menagerie commit their sins on the copy itself. Some establish their trade-marks through tricks of layout and artwork. Some use the headlines for their playground.

For instance, my friend X. He once wrote a knockout headline for a motor truck advertisement. The headline really did have just about as much power as a headline, as the truck had in the world of trucks. (And it was a truck.)

That headline worked and made the whole advertisement work and my friend was congratulated far

and wide.

A little while later he was put on a perfume account. The first piece of copy bore a headline which was a direct paraphrase of the motor truck headline. Later he used it again on a candy account and still later on men's haberdashery.

It was his opinion that the perfume, the candy and the haberknew the headline was good. H reputation had been built on it.

It would not be difficult to on adding exhibits to our zoo. B we will now stop and generalis Far be it from Old Aesop Gli ever to omit adorning a tale.

I am against every method as device which smacks, even i motely, of a style or earmark delivery-whether in writing or

speaking.

It is my contention that t method sticks out-and the me sage doesn't even emerge. Given bare minimum of grace, how-yo say-it is of no importance con parable to what-you-have-to-say.

If you want a fine example method versus message, take the situation of inaugurating a ne telephone or cable line. The fir message must of course be a gree ing from some high-up in th country to some high-up in to other. What emerges? Merely to fact that Whosis spoke to Whos and thereby inaugurated the ne Whatsit. What was said is rare even recorded.

Or-J. F. X. Smith is about push a wheelbarrow from No York to Seattle. He carries wi him a message from our may to the mayor of Seattle—receive at City Hall steps and delivered City Hall steps. What was t message? Who ever heard?

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It is my belief that, by wha ever degree your method of livering an advertising messa can be detected, the wheelbarro has triumphed over the message carried.

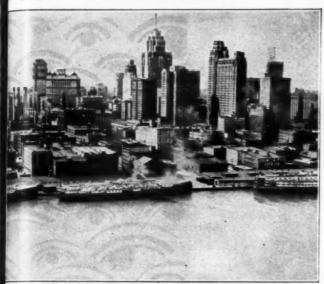
G. E. Hyde Joins N. W. Ay ponsive dequat -The I Gordon E. Hyde, formerly assistatreasurer of Anderson, Davis & Hy

treasurer of Anderson, Davis & m. Inc., New York advertising agency, lyoined N. W. Ayer & Son, Inc. He walso formerly with the Robeson-Rocster Company, Rochester, N. Y., & before that, was with the Cuttis Relishing Company, Philadelphia.

D. W. Tibbott Joins Curtis Publishing

David W. Tibbott, formerly with the Boston Globe, has joined the Cw Publishing Company, Philadelphia will cover New England accounts The Saturday Evening Post and make his headquarters at Boston.

merit. I good. H It on it. ficult to ur zoo. B generali Aesop Gli tale. method a even 1 earmark o riting or n that the d the me ge. Given e, how-you tance con ve-to-say. example e, take the



id is rate Consider the Detroit Market In the Light of Coverage

erroit is America's fourth marelevered at was a mption unsurpassed by any there. Its ownership of automoies is almost twice as large and of a state of the market next in the Detroit also owns more ize. Detroit also owns more adios, more electric refrigerairs, more vacuum cleaners and fore electric washers than the reat majority of American mar-W. Ay ets. Yet this huge and re-erly assist ponsive market can be covered wis & Ho dequately with one newspaper ragency. The News. The Detroit News as the greatest total circulation

in this market and in the financially able districts reaches as high as 91% of the homes. Advertisers have found they can sell the Detroit market economically concentrating dominating space in The News-a fact which accounts for its being second in advertising in America in 1930. The New York Times was the only other newspaper to exceed The Detroit News. Sell Detroit economically by employing The News. What other large market offers a better opportunity in the light of coverage?

The Detroit News

lew York Office A. KLEIN, Inc. THE HOME NEWSPAPER

Chicago Office J. E. LUTZ

Member 100,000 Group of American Cities

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ADVERTISING REPRESENTATIVES

CHICAGO
Home Office
Daily News Plaza
Tel. Dearborn 1111
NEW YORK
John B. Woodward, Ine.
110 E. 42d St.
Tel. AShland 4-2770
DETROIT
Joseph R. Scolaro
3-241 General
Motors Bidg.
Tel. Empire 7810
SAN FRANCISCO
C. Geo. Krogness
363 Crocker 1st Nat'l
Bank Bidg.
Tel. Douglas 7892
ATLANTA
A. D. Grant
711-712 Glenn Bidg.
Tel. Walnut 8902

Member of The 100,000 Group of American Cities

Vox Pop

Classified is the vox pop of advertising . . . the voice of the reader in the choice of media . . . a good measure of a newspaper's value in the eyes of the men and women of its market. . . . It is significant and logical that The Chicago Daily News . . . for more than a generation the leading Chicago daily newspaper in display advertising . . . should also lead in classified During 1930 classified advertisers placed in its columns 608,484 individual want ads . . . 68,948 more want ads than in any other Chicago newspaper, daily or Sunday, for the same period . . . It is the experience of the reader, too, that The Daily News Sells Merchandise.

E CHICAGO DAILY NEWS

Chicago's Home Newspaper

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First!

• for 36 consecutive years

Every year, beginning with 1895, advertisers have bought more agate lines of advertising in The News than in any other Indianapolis newspaper.

Expressed in terms of decided significance to all advertisers, this long period of linage leadership means . . . a definitely established power to produce maximum results with minimum expenditure . . . habitual reader dependence on The News for family buying information.

In Indianapolis, concentration in The News will bring these invaluable assets to the aid of your 1931 selling problems.

The INDIANAPOLIS NEWS

A The Indianapolis Radius

DON BRIDGE, Advertising Director

New York:

Chicago:

New York: Chicago:
DAN A. CARROLL
110 East 42nd 8t. Lake Michigan Bldg.

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Directors Must Direct

Those Who Accept Positions as Members of a Board of Directors Should be Prepared to Take an Active Interest in the Affairs of the Company

By Andrew M. Howe

THE recent closing in New York of the Bank of United States has commanded the attention of business men everywhere lecause of the size and prominence of the institution and the ungual circumstances which brought about its closing. It is yet to be larned whether the various inquiries into the bank's affairs that are now in progress will reveal any evidence of fraud; but there is already ample evidence of gross mismanagement.

Who was responsible for this mismanagement? The directors, particularly, are being criticized severely for not keeping a more watchful eye on their fellow directors and the other executive officers. It is possible that, before this affair is finally settled, the directors will be held directly responsible for the catastrophe and will have to pay dearly, even though it be proved that most of them were unaware of actual conditions and were misled by false reports from the officers.

Another recent incident that has started stockholders and others to thinking about this question of directors is the action brought by a group of stockholders against the directors of the Bethlehem Steel Corporation. These stockholders have asked for an injunction restraining the Bethlehem directors from awarding any more bonuses to certain officers. They have also asked for an accounting of and refunding of any part determined to e excessive of \$36,000,000 distribited as bonuses to these executives during recent years. It is charged that the directors are responsible for the payment of bonuses from the treasury of the corporation to certain officers and directors largely in excess of the value of their services or any reasonable compensation therefor.

The complaint of the Bethlehem stockholders asserts that the direc-

tors of the corporation, other than Charles M. Schwab, chairman, who, it is contended, apportioned the bonuses, "neglected to exercise an informed and independent judgment upon the administration of the bonus system by said defendant Charles M. Schwab, or to see to it that his administration thereof conformed to the intention of the stockholders in authorizing such bonus system as a stimulus to the endeavors of corporate officers and employees for the benefit of the corporation itself."

The directors are further accused of permitting the apportionment of the bonuses under "a veil of secrecy." The complaint then asserts that "in authorizing and allowing bonuses respondents have exceeded the bounds of the reasonable discretion committed to them and have violated their duty as such directors and the trust reposed in them. . . ."

Should Directors Direct?

These two cases and similar reports appearing in the newspapers are focusing attention on a longneglected question—should directors direct?

A recent Printers' Ink editorial (January 15, 1931, "Directing Directors") suggested that those companies that feel the need of reorganization would do well to start at the top with the board of directors.

There is probably just as much inefficiency in the average board of directors as there is in any other department of the business. And it seems only fair, as PRINTERS' INK said, for directors, in looking for dead wood, to turn their eyes to themselves first.

The Bank of United States and Bethlehem cases, and others involving the responsibility of directors that are receiving wide publicity, are bound to have a beneficial effect. New directors

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will be chosen with more care and old directors will devote more attention and time to their jobs. Directors' meetings, for a time at least, are likely to be better attended. For failure to attend meetings is, in itself, evidence of neglect of duty.

Directors Must Attend Meetings

In an interesting case1 recently before the Michigan Supreme Court, one director was singled out for castigation because he gave no attention to the corporate business, did not attend any of the meetings, and was entirely inattentive to and disregardful of the affairs of the company. In this case, an action was brought against the board of directors of a mercantile corporation, the Adam Drach Company, to recover damages allegedly resulting from the negligence in the performance of their duties as directors.

The court decided that the loss to the corporation was not the result of negligence on the part of the directors. "The record shows," the court declared, "that they acted in the strictest good faith and used reasonable business diligence under the circumstances in their general supervision of the corporate affairs.'

While the court thus exonerated the board as a whole, it took one director severely to task. Of him the court said: "He gave no at-tention to the business. Having accepted a position on the board, it was his duty to attend the meetings and assist his associates in supervising the business. He did not attend any of the meetings and was in all respects wholly inattentive to the affairs of the company. He should be held personally liable for any losses which are shown to have resulted from his inattention to the business.

This particular director escaped paying for his neglect only by the fact that it was impossible to prove that any loss was due directly to his negligence.

Wise business men who are familiar with the legal liability of

directors hesitate before accepting positions as directors or trustees if they do not intend to take an active part in the company's affairs. Business men are beginning to realize that when they lend their names they may be lending their reputations and even their money. Honorary positions are sometimes paid for dearly when things go wrong.

And this responsibility does not apply only to directors of business The directors and enterprises. trustees of hospitals, charity organizations, civic organizations, cooperative apartment houses and other groups are required to direct. Those who neglect their duties may discover that they have let themselves in for serious trouble should the other directors make mistakes.

There are too many directors who can't, won't or don't direct. There are altogether too many dummy directors. Men are lending their good names to be used as confidence builders-"see, we have So-and-So as members of our board, all successful, prominent business men." Yet these men business men." frequently have no intention of attending more than a minimum of board meetings, and they vote according to the wishes of the other directors without knowing what it is all about.

It is evident from the testimony being heard in the Bank of United Most States failure that a number of the directors, who were themselves honest and able men, were kept in ignorance of actual conditions and that most of them made little or no attempt to find out certain things that it was their duty as

directors to do. They were apparently unaward that, on many different occasions, directors have been held liable for the cout the actions of officers. They might to him have acted differently had they been familiar with the rule which was tersely stated by the court in the case of Tri-Bullion Smelting helped & Development Co. v. Corliss':
"These defalcations from which the plaintiff has suffered occurred culty v

¹Martin v. Hardy et al, 232 Northwestern Rep., 197.

²Tri-Bullion Smelting & Development Co. v. Corliss, 186 App. Div., N. Y. 613, 626.

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trustees if appointed by the defendant directer an active to realize the names acroise of ordinary care and vigiliar reputations. The law is well settled that when such defalcations could have the names acroise of ordinary care and vigiliary reputations. Hon-times paid systained by reason of the negligonary.

grained by reason of the negligence."

It is true that the practice of lecting inactive or dummy directors and harity orbations, courses and to direct, eir duties have let us trouble maint themselves with the true mke the time or trouble to acmaint themselves with the true
maint themselves with the true
mondition of the company. In most
ases there is no reason for them
to suspect any wrong-doing. They
how that the company is in the
lands of an able and capable management and believe that it is only
necessary for a few directors really
to direct.

I know of one man who is interested, through stock ownership.

terested, through stock ownership, in a number of companies. He is chairman of the board of one of these and a director of several others. But he is a director in name only. He attends a few meetings but has little to say, for testimony of United was and is feeble in mind and body. Most of the actual business of the boards of which he is a member is carried on during the meetings at which he is not in attendance. In his hey-day he was a business leader. But he can't lead now. It is too old and feeble. Many believe that he should step aside for younger men with minds in he is well past eighty years of

for younger men with minds in occasions, liable for they might had the might ha

tale which the court in these companies to a man who colliss, today. He is a formation are the tribute of the court in these companies to a man who colliss, today. He is a formation are the make them what they are today. He is a figurehead.

Perhaps the solution to the diffioccurred culty would be to do as one large company did. The chairman was an old man who spent most of his time on his yacht or at various watering-places. The directors, desiring an active chairman, made the old man honorary chairman of the board and elected another chairman. The old man was flattered and everybody was happy.

Figureheads Not Exempt

But even figureheads are not exempt from responsibility when things go wrong. In the case of Kavanaugh v. Commonwealth Trust Co.2 the court ruled that "No custom or practice can make a directorship a mere position of honor void of responsibility, or cause a name to become a substitute for care and attention. The personnel of a directorate may give confidence and attract custom; it must also afford protec-

Many honorary directors are, in a sense, reserves. Their advice and counsel are requested and expected only when an emergency arises or when some major change of policy is contemplated. do not keep in touch with the every-day condition of the company, nor do they scrutinize routine reports as closely as do their fellow directors who are truly active.

Such directors usually are lawyers or bankers, chosen for their specialized knowledge. They are interested principally in matters pertaining to dividends, loans, mergers, etc., matters that come up for discussion at only a few meetings. The other meetings of the board they do not attend.

Are directors of this kind good directors? Many of them are, many more are not. It is important that most companies have men on their boards with specialized knowledge. It is usually well to have on the board a lawyer, a banker and possibly the company's advertising agent. The danger lies in selecting men who are specialists in their own lines only and do not have a proper understanding of the many other problems in other fields that must be considered and passed on by the board.

Many advertising agents are helping their clients materially by serving as directors. But they

³Kavanaugh v. Commonwealth Trust Co., 223 N. Y., 103, 106.

should bring more than a knowledge of advertising to board meet-ings. They should be able to dis-cuss and vote intelligently on problems that are only remotely related to advertising.

Bankers, too, who serve as directors must be capable of seeing beyond the balance sheet. lawyers should not be elected merely to prevent the other directors from getting caught in legal traps.

The law governing the duties of directors is well settled. They are required to use the same degree of care and prudence that men prompted by self-interest generally exercise in their own affairs.4 They should know of and give direction to the general affairs of the institution and its business policy, and have a general knowledge of the manner in which the business is conducted. They owe to a corporation the duty of managing its affairs impartially and honestly for the benefit of the company and all of its stock-

On the other hand, directors ordinarily will not be held subject to any liability for errors made in the management of the corporate affairs which are the result of a mere honest mistake in judgment. The question of whether in any particular case a director has been negligent depends upon the peculiar circumstances presented.

The extent of a director's duties was well presented by the court in the case of Hun v. Cary as follows:

"One who voluntarily takes the position of director, and invites confidence in that relation, undertakes, like a mandatary, with those whom he represents or for whom he acts, that he possesses at least ordinary knowledge and skill, and that he will bring them to bear in the discharge of his duties. . . Such is the rule applicable to public officers, to professional men and to mechanics, and such is the

rule which must be applicable to every person who undertakes to act for another in a situation or employment requiring skill and knowledge; and it matters not that the service is to be rendered gratuitously."

In short, directors must direct. The law says so and good business judgment makes it imperative.

Campaign to Introduce New Alemite Product

In addition to its regular magazin In addition to its regular magazine and newspaper appropriations on Alemite lubricant, the Alemite Corporation, Chicago, has started a campaign to advertise its new Alemite Motor Oil. Color pages in national magazines are on the schedule which also calls for a campaign in the newspapers of approximately eighty key cities.

The Charles H. Touzalin Agency, Chimoso thick handle Alemits the lights.

Chicago, which handles Alemite lubrican advertising, is also handling the adver-tising of the new motor oil.

B. T. Land Heads King Company Sales

B. T. Land who recently joined the King Company, Owatonna, Minn., engineers and manufacturers of ventilating heating, drying and cooling systems an equipment, is now general sales man ager of that company. This company reports that it has made the largest an nual advertising appropriation in its history for 1931 and that under Mr. Land's direction, its sales organization will be doubled in field men representing the company.

Shattuck-Schrafft Account to

Dorrance, Sullivan
The Frank G. Shattuck Company,
New York, operator of Schraft stores
and owner of the W. F. Schraft &
Sons Corporation, Boston, manufacture of Schrafft candies, has appointed Dorrance, Sullivan & Company, Inc., New York advertising agency, to direct its advertising account.

F. W. Dodge Appointments

George Goff, formerly assistant first vice-president of the Manufactwers' Revord, Baltimore, has been appointed advertising manager of the General Building Contractor, published by the F. W. Dodge Cornoration, New York.

A. A. Schwarz has been advanced in the position of advertising manager at

the position of advertising manager of the Real Estate Record and Builden Guide, a Dodge publication.

"American Mercury" Appoints Macy & Klaner

The American Mercury, New York has appointed Macy & Klaner, publishers representatives, Chicago, as its Westers advertising representatives.

⁴Hun. v. Cary, 82 N. Y. 65, 74. ⁵Kavanaugh v. Commonwealth Trust

⁵Kavanaugh v. Commonwealth Trust Co., 223 N. Y., 103, 106. ⁶Briggs v. Spalding, 141 U. S., 132; Leslie v. Lorillard, 110 N. Y., 519. ⁷Hun v. Cary, 82 N. Y. 65, 74.

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Just now the times are being widely urged as a reason for buying this or that newspaper's space. Not to be outdone, we hasten to do likewise—but with a qualification.

The importance of the Chicago Evening American to all advertisers in the Chicago market is increased, but not created, by existing conditions. No one class can be proved more or less active in buying today, in comparison with other classes, than a year ago. Such restraint as there has been in buying has been common to all classes.

Hence the great need of newspaper advertisers now is not "class" readers, which no newspaper can give them in greater proportion than another anyhow, but more readers. And in Chicago's great evening field the Chicago Evening American is the answer to that by a tremendous lead in circulation.

AMERICAN

a good newspaper now in its TENTH
YEAR of circulation leadership in
Chicago's evening field

And How You Need More Readers Now

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ional Representatives: RODNEY E. BOONE ORGANIZATION

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"American business men seem to have the odd idea that their advertising is an expense. I, on the contrary, would deem it a privilege to talk to millions of people and to secure so great a patronage with a few well-chosen words."

LORD WANDERFOOT

(NOW TRAVELING IN THE UNITED STATES

HE Boone Man makes his lively hood by selling advertising space but he makes his reputation b knowing markets.

He is a man of a thousand campaigns. He has at his call the experiences of a legion of manufacturers efforts in all of his man

Feb. 5. 1931

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w markets. And what data he ay lack at the moment he can cure for you through the service epartments of the newspapers represents. Truly, with busiess at its present level, such perience can conceivably save bu both money and heartaches.





E. BOONE ORGANIZATION DDNEY space

MAGAZINE

AT 81h AVENUE, NEW YORK CITY

CAGO st Building ION inthrop Square

PHILADELPHIA **Fidelity Philadelphia** Trust Building

DETROIT General Motors Bldg. ROCHESTER, N. Y. Temple Building

d can York Journal on American y Times-Union

Syracuse Journal **Rochester Journal** Omaha Bee-News **Detroit Times**

Chicago American **Baltimore News Washington Times**

n Advertiser y Times-Union SUNDAY Syracuse American Omaha Bee-News **Detroit Times**

Baltimore American Rochester American

The winners in 1931 will hew new trails, cut new paths, do the things that they haven't done before. And in Detroit they will make certain that The Detroit Times carries the major share of their advertising appropriation.

"THE TREND IS TO THE TIMES"

Represented Nationally by the RODNEY E. BOONE ORGANIZATI

Capper-Kelly Price Maintenance Bill Passed by the House

ouring Its Passage, However, It Acquired Certain Amendments That
Raise Some New and Interesting Questions

N January 29, the House of Representatives passed the apper-Kelly resale price bill H.R. 11) without a record vote. his followed an all-day discus-

The bill has been in the legistive halls for so many years, it is been discussed so volubly and octierously, that it is scarcely exessary to say anything about it this time other than that its priary purpose is to legalize contacts as to resale prices.

However, the amendments which he bill acquired during its jourgy through the House have proled a new storm of discussion. he proponents of the bill assert at these amendments do not alter trundamental purpose of the ill—the restoration of the right o establish and control resale rices by contract.

But the bill's opponents assert at, while this may be true, the ill has had so many of its teeth rawn by the amendments affixed bit, that it will accomplish little long the lines its sponsors had in ind. The amendment to which bill's opponents point with teatest glee is known as the (cSwain amendment, proposed by tepresentative McSwain of Greenille, S. C. The full text of this mendment, as adopted, follows:

But no such contract shall authorethe producer or manufacturer or
sider giving a trade name, brand, or
sidemark to any commodity to fix or
rescribe the retail prices of such nesuites of life as meat, and meat prodts, flour and flour products, agritural implements, tools of trade,
med fruits and vegetables, all clothing,
sees and hats.

The Capper-Kelly Bill, assert use who have opposed it, has en aimed at the price-cutting tacts of the chain store. It was signed, they say, to give the dependent a better chance to fight the chain, by preventing the chains on cutting prices on those trade-

marked products whose manufacturers were not in favor of price

Now, asks the opposition, what type of chain store is most active in price cutting? What type of chain store has harmed the independent most? What type of trade-marked product has had its price cut most frequently? To all these questions, says the opposition, "the necessities of life" is the answer. In other words, they claim that by exempting from the bill "the necessities of life," the McSwain amendment has exempted the very people at whom the bill was aimed.

The second amendment that the opposition camp asserts draws still more teeth from the bill was offered by Representative Burtness of North Dakota. It allows retailers to sell a commodity at not less than 20 per cent above the cost price. In other words, it permits price cutting—within certain bounds.

These limitations, says the opposition, are satisfactory to the chains but not so satisfactory to the independents. Moreover, the opposition emphasizes with glee, the amendment presents the unusual spectacle of a bill designed to discourage price cutting, actually giving price cutting legal blessing, provided it does not mean cutting below 20 per cent above cost price.

The third amendment gives retailers more rights in making contracts and fixing prices. The fourth requires the sale price to be stamped on the article.

The bill, as amended and passed by the House, follows.

Be it enacted by the Senate and House of Representatives in Congress assembled

That no contract relating to the sale of a commodity which bears (or the label or container of which bears) the trade-mark, brand or trade name of the producer of such commodity, and which is in fair and open competition with

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commodities of the same general class produced by others, shall be deemed unlawful, as against the public policy of the United States or in restraint of interstate or foreign commerce or in violation of any statute of the United States, by reason of any agreement contained in such contract, but no such contract shall authorize the producer or manufacturer or packer giving a trade name, brand or trade-mark to any commodity to fix or prescribe the retail the retail to fix or prescribe prices of such necessities of life as meat and meat products, flour and flour products, agricultural implements, tools of trade, canned fruits and vegetables, all

trade, canned fruits and vegetables, all clothing, shoes and hats.

That the vendee will not resell such commodities except at the price stipulated by the vendor and/or that the vendee will require any dealer to whom he may resell such commodity to agree that he will not in turn resell except at the price stipulated by such vendor or by such vendee, which price shall have been printed in plain figures on the original label or identifying device or such comlabel or identifying device on such commodity.

Section 2.—And such agreement in a contract in respect to interstate or foreign commerce in any such commodity shall be deemed to contain the implied condition

a That during the life of such agreement all purchasers from the vendor for resale at retail or for delivery after such resale shall be granted equal terms as to purchase and resale prices.

b That the vendee may sell at a price below the stipulated resale price which yields not less than 20 per cent over the actual bona fide purchase price paid

c That such commodity may be resold without reference to such agreement.

1. In closing out the owner's stock for the purpose of discontinuing dealing in such commodity or of disposing, toward the end of a season, of a surplus stock of goods specially adapted to that sea-

son;

2. With notice to the public that such commodity is damaged or deteriorated in quality, if such is the case; or

3. By a receiver, trustee or other officer acting under the orders of any court or any assignee for the benefit of credi-

or any assignee for the benent of creattors, or.

4. When it is necessary to the conduct of the buginess of the owner either
because of excessive inventory or because of insufficient funds or credit, or

5. If after the vendee gives notice to
the vendor containing such a statement
of the quantity and condition of the commodity and the cost thereof, less transportation costs paid by vendee, if any
thereon, the vendor fails within ten days
to repurchase such commodity at the cost to repurchase such commodity at the cost to repurchase such commonity at the cost price, less a reasonable adjustment for deterioration in quality, if any. For the purposes of this section, notice served by registered letter mail to the vendor shall be sufficient and such period of ten days shall run from the delivery of

the letter to the vendor.
Section 3—Nothing contained in this act shall be construed as legalizing any contract or agreement between producers or between wholesalers or between re-tailers as to sale or resale prices. Section 4—As used in this act. 1. The term producer means grower,

packer, maker, manufacturer or pu

lisher

2. The term commodity means any su ject of commerce.

The bill now goes to the Senate where its fate cannot be predicted

William Green and Knickerbocker Press Merge

bocker Press Merge
William Green, A Corporation, Ne
York advertising and printing concen
has merged with the Knickerbock
Press, New Rochelle, N. Y. The Gre
company will operate as an affilian
company of the Knickerbocker Pres
under the name of William Green, InFalmer Cosslett Putnam, president of
the Knickerbocker Press as well as of
G. P. Putnam's Sons, will become pre
ident and chairman of the board of
William Green, Inc. John J. O'Du
nell, formerly vice-president and sal
manager of the Green company, will ly
vice-president and general manager under the new arrangement. P. C. Putna
der the new arrangement. P. C. Putna vice-president and general manager user the new arrangement. P. C. Putas will be treasurer; J. P. Richmond, controller and secretary, and Melville hit ton, director. Sales, creative and service staffs will be maintained at 2 We 45th Street, New York.

Zonite Appoints Jordan Advertising Abroad

The Zonite Products Corporation, Ne York, has appointed Jordan Advertisin Abroad, Inc., of that city, to din Zonite advertising in Latin American as Far Eastern countries. The domest Far Eastern countries. The dom advertising of Zonite is directed McCann-Erickson, Inc., New York. directed

Joseph Dixon Appoints Tyso Agency

The Joseph Dixon Crucible Compas Jersey City, N. J., has appointed O. Tyson and Company, Inc., New Ye advertising agency, to direct the insu-trial and trade advertising of its pain lubricants and graphite.

Joins Lyddon, Hanford & Kimball

Francis C. Coulter, who has been egaged in advertising work in England New York, is now associated with New York staff of Lyddon, Baford & Kimball, advertising agency, the capacity of account executive.

G. S. Jay Joins E. R. Squibt George S. Jay, formerly vice-preside in charge of sales and advertising of the Pro-phy-lac-tic Brush Company, Fis ence, Mass., has joined E. R. Squib & Sons, New York, as assistant to R. I Keim, general sales manager.

Appointed by Toronto Paper A. Edward Leary has been appoint advertising manager of The Jem Standard, Toronto.

This

particular message

is addressed to the man who feels that there MUST be --somewhere--a

PRINTING SERVICE

CHARLES FRANCIS PRESS

You are right......
There IS a much better service than the average......
Maybe it is a lot better than you can imagine......
Certainly we try hard to make it that good.....And you are invited to test it out.

461 Eighth Avenue New York

MINTING CRAFTS BUILDING

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Advertising Golf Honors Go to Bloch

COMING through a field of forty-seven players, Harold S. Bloch, of the Bloch Brothers To-bacco Company, won top honors at the annual tournament of the Winter Golf League of Advertising Interests. The tournament, which was the twenty-sixth yearly get-together of advertising golfers, was held last week at Augusta, Ga.

The tournament got under way with the scramble of caddies for the first ball driven from the tee, the finder getting a \$5 gold piece.

On the last day of the five-day battle, Bloch wound up at the eighteenth hole of the Augusta Country Club links defeating George P. James, of the Atlantic Coast Line Railroad, 7 and 6.

Further honors were awarded at the annual banquet at which R. P. Clayberger, of Calkins & Holden, Inc., was elected president of the league to succeed Carl Percy. Frederic C. Stevens, of the Federal Printing Company, New York, was elected vice-president; Merrill M. Lord, of the Hearst Newspapers, secretary, and Charles H. Jennings, of the Graham-Paige Motors Corporation, treasurer.

In the second division, Dr. A. R. Gardner won the title from J. A. Sullivan, 3 and 2. F. Walter Mueller defeated Nelson J. Peabody in the third division, after a session so prolonged that the reporters gave up waiting for the score.

A feature of the tournament each year is the women's play, won last week by Mrs. Lester Tyrrel who had the best of the last word with Mrs. S. Wilbur Corman, 5 and 4.

Southern hospitality was liberally sampled by the advertising delegates who were guests at a barbecue, and for whom a quail shooting party was arranged.

Among those who were able to get to the tournament this year

Arthur F. Adams, Mortimer Berkowitz, J. Cliff Blanchard, Jesse A. Bloch, Ben L. Carroll J. Albert Cavanaugh, S. Wilbur Corman, Frank W. Cray, S. Keith Evans, and

Colver C. Gordon, L. C. Haines W. H. Hamilton, John E. Kearney I. A. Klein, George A. Law, Jr. Montague Lee, J. George Leidheiser, Paul R. MacKinney, Julius Mathews, and

Alexander McKay, Wadsworth A. Parker, Carl Percy, W. H. Race, Merton C. Robbins, Adolpi Schuetz, Edwin A. Shank, C. B. Shea, Charles E. Sherman, Halver T. Sorensen, Howard E. Spaulding, and

C. A. Speakman, James A. Travers, B. Lester Tyrrel, Frederick Wolf, Donald Woodward Charles Bruce, Neil Becker and Charles Walden.

To give consolation to those when had been put out of the main tournament, provision was made for their participation in a for ball total ball foursome. One four some went out, and returning, has tened to inquire how they stood They found they were the only contestants, so there were prize for each player.

Many members of the Winte League also are members of th Summer Advertising Golf Asso ciation which plans its tournamen from June 20 to 27 at Manchester

Hal Johnson to Direct Pluto Sales and Advertising

Hal Johnson, formerly advertising assales promotion manager of The Wal Company, Chicago, Wahl-Eversharp and pencils, has been appointed directs of sales and advertising of The Fred Lick Springs Hotel Company, Fress Lick, Ind. He will direct the sales an advertising of Pluto Water and Frend Lick Salts.

Appoints Auspitz-Lee-Harvey

The Chicago Produce Terminal Company, Chicago, a subsidiary of the Sant Fe and Illinois Central railroads, has a pointed Auspitz-Lee-Harvey, advertising account.

Joins Dental Publications

John S. McQuade has joined the sale staff of *Dental Survey* and *Dental New* Minneapolis. He will represent this publications in the New York area. Feb. 5, 1931

L. Carroll S. Wilbs ay, S. Keith

. C. Haines E. Kearney . Law, Jr. eorge Leid nney, Julius

Wadsworth cy, W. H hank, C. B nan, Halver E. Spauld

James A yrrel, Fred Woodward Becker and

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present the ork area.



a Rich Wake They Leave!

E CONOMIC co-ordination is in full swing in Florida now; manufacturers' past sales to retailers are retailers' present sales to consumers, meaning new purchases from manufacturers-and so through the year. Tourist income especially rises high now.

You can analyze the Florida market readily through a single tourist unit of 360 persons who arrived from Chicago the first of the year. As average vacationist's expenditures go, this group spent daily:

For accommodations	\$480
Among retailers	600
For food	580
Amusements and miscellaneous	270
Daily total	\$2,030

Then consider that some 600,000 winter visitors journey about here until May 1st, in the region intensively covered by "Florida's Foremost Newspaper"

The Florida Times-Union JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc. New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco Member of the 100,000 Group of American Cities

The OKLAHOMA CITY MARKET

- a perennial "white spot"
- a premier sales area!

The Oklahoma City Market has been white spot on the business conditions ma of the nation every month except two f the past six years. Economists and statis cians who study the drift of things again that no city under 500,000 has the imm diate future possessed by Oklahoma Cit

At this moment, four buildings totallis 101 stories are under construction with three blocks on one street—the greate building program, undoubtedly, in a city under a half million in the U.S.



Los Angeles Soap Co. sales in Oklahoma City territory showed a gain of 68% over 1929 . . . looking forward to an even better year in 1931.

LOS ANGELES SOAP CO

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The Okloheran and Times October City, Orla.

Attn: Advertising Honoger

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Feb. 5, 1931

THE THE BUSINESS WE CO.

MERCHANDAS BROKERS.

Street annual Character Character

Adverticing Vancour, Telly Oblahomen and Timme,

Calabama City, Otio.

Desc Stri

An Oliziane Protect for Dale Top Yonaidon Planesple, we wish to express our expreciation of the splendid spilling cover of the Oslandson and These in the Perceit Dale Top I bouggin exception certified by your papers, The Longs return of planesple sold through this sampless exceeds

Only many consider given pie in the limity class and only moments inspirate in the vaccous of a selecting nonpaign on this time during 1800, it is todest creatifying to their yes that this quality product and with such as only standing because in an advertising desputy in threads year process.

In our opinion, this compaign proved that the Calchann City food market was in newice decreased by 1030 conditions and that your papers were able to corry our moreman forwarfully to the demicre and excuments in the territory.

So are sending a copy of this lotter to the Seculine Pinapple Company to lot them more just her to feel to requel to your papers on future companye.

Tours very tire

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Low

Pineapple sales exceeded fondest expectations due to Oklahoman and Times pulling power . . . Oklahoma City food market in nowise depressed.



Building, however, is only one of the dications that point to above-average siness in Oklahoma City. Commodity les tell an equally interesting story.

Two sales successes, typical of scores, told in the letters reproduced here dishey should be good reading to every les manager who is making his sales ans for 1931.

One of the most important factors in the ccess of every profitable sales effort in is market has been the Oklahoman and mes, which, alone, do a thorough selling b in this market at one low cost.

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HE DAILY OKLAHOMAN

HE OKLAHOMA FARMER-STOCKMAN

The Oklahoma Publishing Company attend Representative-E-KATZ Special Advertising Agency

ADVERTISING designed to sell should be directed to people who are able to buy.

q

I T is impossible, therefore, to conscientiously select the newspaper through which a selling message is to be directed without first considering the human equation in its circulation.

q

CIRCULATION is too often thought of as just so many figures. Whereas, circulation is people—humanity. We repeat, consider first this human equation in circulation and then its arithmetical components.

Q

"WHO"—rather than how many. "What kind of homes"—rather than how many thousan copies.

q

WE earnestly submit that the Detroit Free Press effectively presents the selling message in a quarter million homes each morning. It is read and accepted in the homes that represent the true buying power of the Detroit area.

q

A QUARTER MILLION is surely quantity circulation. But we emphasize the value of this quantity—its quality that makes good advertising function in Detroit without waste.

The Detroit Free Press

VERREE &
National

CONKLIN, INC.
Representatives

New York

Chicago

Detroit

San Francisco

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Cut-Throat vs. Regulated Competition

Bitter Competition May Destroy Profits, Endanger Wages and Employment and Promote Instability

IT is a serious question these days whether the old idea of free and unrestrained competition is good. Certainly it has many tremendously good features, else industrial development would not have reached the advanced stage it holds today in the United States, whose whole theory and practice of business has been based on free competition. There is not much thought of giving up the code. There is, however, the beginning of a great movement of questioning the efficacy of bitter competition which often seems to destroy profits, to endanger wages and employment, and to promote instability.

The old idea was that producers were arrayed on one side of an imaginary line, and consumers were arrayed on the other side. The assumption was that the more the producers could be encouraged to fight each other, the greater would be the benefit to consumers, usually in the form of lower prices. This has now been found

to be true to only a limited extent. The line between producers and consumers has been found to be false, and this new conception has come along together with the idea that for society as a whole, wages going out mean orders coming in. Thus the old theoretical antagonisms have been replaced by new antagonisms and new alarms. The question now is whether competitors do not need protection from competitors. This question is not for individual competitors alone, but for society as a whole, including wage-earners, all so-called "consumers," producers, distributors, and others.

Consider Henry Ford as perhaps the most outstanding modern exponent of the idea that virile and unrelenting competition is the greatest single stimulus of efficiency and the most sure method of yielding maximum benefits to society. His views are receiving wide attention through his recent book, and are supported by his record of success as an automobile manufacturer.

The first quick thought is that he must be right, because he has demonstrated, which is more than many economic philosophers have

A second thought, or at least a suspicion, is that perhaps the growth of his business of cheap mass production of automobiles has coincided with the circumstances of the times, and that perhaps his theories are not sure-fire guides for those industries which are older than the motor industry, or whose problems are otherwise dissimilar.

Ford's Fundamental Principles

Mr. Ford specifies certain fundamental principles which he thinks should be applied to all lines of business. These are: (a) To make an ever increasingly large quantity of goods. (b) To make them of the best possible quality. (c) To make them in the best and most economical fashion. (d) To force them out on the market.

There is no disagreement with (b), the second proposition, relating to the best possible quality, although questions might be raised as to what are to be considered the feasible limits of quality, for quality is a relative thing. No voice is raised against (c), relating to production in the best and most economical manner, although some industries and individual plants seem to give this doctrine only lip service.

Reluctance to accept Mr. Ford's philosophy arises among many business men only over (a), the first, and (d), the last propositions, which are practically one and the

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same: To make an ever increasingly large quantity of goods and to force them out on the market.

This is the doctrine of mass production, mass distribution, and bitter competition. If it is right, it is right for all individual producers not merely for a selected few.

Mr. Ford speaks out of experience with a particular industry in a particular period of demand which started at zero when the product was brand new, and which has increased phenomenally up to now. He assumes that the increase in demand will always be The industry in which greater. he is a dominant figure tapped an undeveloped consumer demand. There are those who believe there is no such thing as a saturation point for automobiles, and there are others who doubt this.

Obtaining Profit from a Static Demand

The problem for some industries is one of obtaining profit from a demand that is static or which goes up only with reference to the population increase or purchasing power. To the individual manufacturer in such an industry, individual profit depends upon (a) reduction of cost, (b) increase in net price average or (c) increase in volume. This last count, increase in volume, is Mr. Ford's panacea, assuming that reduction of cost cannot be accomplished further.

When consumer demand is static, or when it can be increased only at a selling cost which neutralizes other elements of gain, manufacturer "A" can gain volume only by displacing manufacturer "B. He does this either in terms of increased quality at the same price, which cuts into profit; or by increased selling cost, which cuts into profit; or by reducing price, which cuts into profit. Manufacturer "B" retaliates. By the first two methods profit is threatened. By the third method, selling price is reduced and profit is threatened. All other manufacturers in the industry become alarmed and take some one of these steps. Usually it is price reduction. Price goes down and down, and the winner is the one who has the greatest financial resources and who can absorb the greatest amount of losses.

Manufacturers under these circumstances become "buyers of business." As their purchasing power lies primarily in their profthis element is dissipated its, through the process of buying orders. Each is bidding against the other for the opportunity to do business, buying more business, which is liable to displacement as soon as someone bids more for it, with lower prices. Quality must deteriorate and the whole price structure of the industry descend to its lowest price terms. There is no bottom except the final ability to carry loss the longest.

Before this stage is reached, the pressure for mergers, or price and production control agreements becomes acute and breaks out often into forms which the law prohibits or views with alarm. It is the drawing together of financial power (a) to eliminate the low price makers by absorption, (b) to sustain the loss of the low price levels which will eliminate the low price makers, or (c) to force their prices up by threat of (b). Just such a course is implied in the Ford theory of unlimited compe-Picture every coal mine tition. pushed to capacity, and sales organizations pushing more and more coal upon the market.

Mr. Ford holds that if we should achieve what is called a stabilization of industry, making just what is asked for and no more, the power to buy the goods would fall off, for enough purchasing power to buy would not be maintained. He would keep the supply always ahead of the demand, always trying to pull the demand up to supply through high-pressure selling. Those who question the wisdom of this policy point to the descending spiral of prices, profits and prosperity, outlined above, as the inevitable result. This has not been Mr. Ford's result in the application of his own principles; by competition he has forced efficients.

l Just Had a Talk With Einstein

THAT is, he did all the talking and I sat at the radio and listened. The fact that he spoke in German didn't make any particular difference because when I read his speech translated in the paper I didn't know any more than I had in the first place. One thing I can grasp and that's relativity. For instance, when I was barking my shins among the brass rails of the Roaring Forties, I thought that Pittsburgh was "out West." Now, being situated in the land of milk and honey, Denver is "back East." I think even Einstein would give me a passing grade on that. But so much for relativity. The point of this particular screed is to plant the idea that California is the real "West" and that Los Angeles is its hub. As a matter of cold statistical fact, 26% of the population of the eleven western States lives in Southern California. And 40% of the people in Southern Cali-product should have its western debut in Los Angeles under the guiding hand of The Examiner-largest morning, Sunday and home-delivered newspaper in this fourth market of the nation.

LOS ANGELES EXAMINER
PUT YOUR MESSAGE BEFORE THE MODERNS

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5, 1931

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cies and economies on the whole motor industry, to the benefit of consumers and society as a whole. The trouble arises when attempt is made to apply the Ford theories to certain other industries where consumer demand is more nearly static.

One school of economic philosophers opposed to Mr. Ford's theories sets up alternatives to the Ford plan of more-and-more goods at lower-and-lower prices. Combinations and mergers are not given much weight in this theory, because it is felt they may result simply in postponing the day of reckoning. Emphasis is laid on:

(1) The maintaining of quality, and the reflection of quality in price, transforming a part of the consumer demand to the profit-bearing lines, letting the non-profit lines slide;

(2) Limitation on price competition by setting up the cost barrier and refusing to sell, except at a profit.

Regarding the first point, the maintaining of quality, it is argued that manufacturers tend too much to meet competition by cutting prices. If cut prices were the only result they might be good, but they lead to reduced quality, or to the dissipation of profits, thus to some degree of failure, suspension or merger. Agreements to maintain prices are frequently tried, always surreptitiously, but usually they fall of their own weight, even without any legal prosecution. Similar agreements to limit production ordinarily fail. Regarding the second point, refusal to sell below c. st, it is argued that this would solve many ills of competition. It would transform a certain amount of business out of the present low price, cheap goods movement. It would automatically lop off those lines of productivity which are non-profitable, leaving them to others who are better able to produce them at profit.

W. & J. Sloane Appoint B. B. D. & O.

The retail advertising account of W. & J. Sloane, New York, has been placed with Batten, Barton, Durstine & Osborn, Inc.

Oak Flooring Industry Plans Advertising Campaign

Southern Oak Flooring Industries has been organized with headquarters at Little Rock, Ark. Its activities will include trade promotion, advertising, research, adoption of a trade-mark, and of the oak flooring industry as represented by its membership, which includes more than half the oak flooring production capacity of the United State.

A national advertising campaign, hasted on an appropriation of \$2.500

A national advertising campaign, based on an appropriation of \$75,000, will be launched immediately using newspapers, magazines, business papers, direct mail and radio. The Robert H. Brooks Company, Little Rock advertiging agency, has been appointed to direct this campaign.

Ralph E. Hill, for many years manager of the Long-Bell Sales Corporation, Kansas City, Mo., has joined the Southern Oak Flooring Industries as secretary-manager.

Wilson Baden Joins "The Review of Reviews"

Wilson Baden, formerly with the New York Hevald Tribune, has been appointed manager of promotion and research of the Review of Reviews Corporation, New York, publisher of The Reviews of Reviews and The Golden Book. He was, for four years, assistant promotion manager of the New York Sun.

Goodrich Promotes M. L. Huntington

M. L. Huntington, formerly of the sales promotion staff of The B. F. Goodrich Company, Akron, Ohio, has been made sales promotion and advertising manager of the Diamond and Brunswick divisions of that company. He succeeds W. P. Marquam, resigned.

C. W. Barton Acquires Casper,

Wyo., "Independent"

Charles W. Barton, editor and publisher of the Northwestern Farmer &
Rancher, Sheridan, Wyo., has purchased
the Casper, Wyo. Independent. Mr.
Barton plans to issue the Northwestern
Farmer & Rancher from the Casper
plant.

Phillips-Jones Account with Redfield-Coupe

The advertising account of the Phillips-Jones Corporation, New York, manufacturer of Van Heusen Collars, Collarite Shirts and Flexibelt Pajamas, is now being handled by Refield-Coupe. Inc., New York advertising agency.

De Witt O'Kieffe Joins Erwin, Wasey

De Witt O'Kieffe, formerly of the copy and plans department of the Homer McKee Company, Inc., Indianapolis, has joined the staff of Erwin, Wasey & Company, Ltd., Chicago.

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5, 1931

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The Longer You Stay at the Top of the Heap ~ The Better You Have to Be!

Certainly it's a long, hard road to the top of the heap.

Ask Bobby Jones, Helen Wills, Babe Ruth—they'll all tell you.

But they'll tell you, too, that it's a lot harder to stay there.

The strain of constant competition—of knowing you can't slip for a second—makes it so.

And it's the same way with newspaper leadership.

Eternal vigilance—a constant striving to improve—are the penalties of not only maintaining, but also of setting the pace.

But it's worth it.

1931 sees the Examiner entering its 36th consecutive year of leadership in circulation and advertising—and that's a lot of years.

Luckily, the newspaper business is not like the realm of sports.

Champions in journalism can improve with age.

San Francisco EXAMINER

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WHY they decided use The News

LARGE NATIONAL ADVERTISER

thought that we just couldn't have any appeal for a quality trade. We sent him The News for a while, he could see how really good it was. No luck! But hen the complimentary subscription expired, his wife need one for herself, with her very own check. She's sed in the Social Register. So that was that! To the dies, bless 'em! The News has been number one edium in New York on his list for a long time.

Advertisers buy The News, we find, for all sorts ireasons,—some good, some not so. But whatever the ason, the selection is more than justified. Majority werage of New York City families. Small pages with gh visibility. Low milline that spreads the approxiation. • If you haven't got a good reason for using he News, perhaps we could supply one!

HEMNEWS

EW YORK'S PICTURE NEWSPAPER

WS BUILDING, 220 EAST FORTY-SECOND STREET, NEW YORK

bune Tower, Chicago + + + Kohl Building, San Francisco

JUST TAKE A SQUINT AT OUR FIRSTS AND SECONDS IN 1930

In the national farm field (5 of us) Capper's Farmer was either first or second in these important classifications:

> 1st Agricultural implements and machinery Classified advertising

2nd Passenger cars Tires and tubes Motor trucks Automotive parts and accessories Children's clothing . Tractors Pumps Fencing, posts and garden fixtures Financial Food products House furnishings and equipment Poultry food Jewelry and silverware Lighting devices Electric lighting and power systems Transportation Firearms Novelties Batteries Radios and radio equipment

1930 was not such a bad year for us-thank you.



TOPEKA, KANSAS

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A Court Decision That Affects Every Registered Trade-Mark

The Cluett, Peabody Decision Means Cancellation for Some Trade-Marks, Substantiation for Others and a New Policy for the Patent Office

By John C. Pemberton

Of the New York Bar

O'N May 26, 1930, the newly created United States Court of Customs and Patent Appeals1 handed down its decision in the Cluett, Peabody "Arrow" case-a decision conspicuous in its importance. The title reads, Cluett, Peabody & Co., Inc., v. Arrow Emblem Co., Inc.2

From this Court, no statutory provision whatsoever has been made for a further appeal to the United States Supreme Court or elsewhere. The finality of its pronouncements therefore entitle it to receive the closest attention of all trade-mark owners with Federal registrations, previously granted or now or hereafter to be applied

By the same token, those in authority at the Patent Office are called upon to adapt and conform their rulings and practice to the published opinions of this Court. In the case under discussion, the

Court, upon the petition of Cluett, Peabody & Co., owners of the registered trade-mark "Arrow" upon collars, shirts and other articles of

men's wear,

c you.

(a) Cancelled the registration of the word "Arrow" for collar buttons, though it had been granted to Arrow Emblem Co. or its predecessor, on April 8, 1913.

(b) Held, a purchaser of shirts and collars bearing the trade-mark "Arrow" and a purchaser of collar buttons bearing the trade-mark "Arrow," would naturally conclude that these articles

had the same origin. (c) Held, that Section 13 of the Trade-Mark Act, proany time by one who shall deem himself injured by the registration of any trademark in the Patent Office.

vides that cancellation pro-

ceedings may be brought at

Concretely then, it may be expected that many another registered trade-mark will suddenly and rudely be aroused from its undisturbed and complacent slumber in the archives of the Patent Office and more or less summarily condemned to death and extinction, i.e., cancellation.

There is however, nothing new about this dire statutory penalty. In fact, the Trade-Mark Act has, in effect, so provided for the past

twenty-five years or so.4

In this respect, we have merely an unpleasant reminder of the severity of the fate of those trademarks, which may "at any time" be adjudged to have been invalidly registered because of their prohibited resemblance to other registered or known trade-marks, appropriated "to merchandise of the same descriptive proper-

The significant and prime importance of this "guidebook" adjudication, lies in the fact that it forthwith compelled an about-face by the Patent Office, in this wise:

Formerly and uniformly, the Patent Office held a trade-mark entitled to registration unless a confusion of goods was likely to be caused thereby. From the date of the Cluett decision, the Patent

(4) Section 13 of the Trade-Mark Act of 1905, reads: "Whenever any person shall deem himself injured by the registration of a trade-mark in the Patent Office, he may at any time apply to the Commissioner of Patents to cancel the registra-

Act of March 2, 1929.
 41 Fed. 2d, 94.
 Baldwin v. Howard, 256 U.S.

Office has properly fallen in line with the broader interpretation of the appellate court. For since then, it has held in effect: "The question is not one of confusion of goods, as would seem to be indicated in this office's earlier decisions, but one of confusion as to the origin or ownership of goods."

From this time on, the common sense test or standard was adopted, i.e., whereas no half-wit would buy a collar button thinking it to be a collar, even a genius would be entirely justified in buying an "Arrow" collar button believing it to be made by the makers of Arrow collars.

It may therefore be stated that, since the cancellation of the "Arrow" trade-mark for collar buttons, it is evident that the fortynine Patent Office classifications of what is, and what is not, "merchandise of the same descriptive properties," are far from controlling or decisive.

Goods are now held to be of the same descriptive properties when, from the use of a common trademark upon them, a common origin is suggested. There should and will be applied to the facts in each case the test of business "horse sense." The question is always quite as much between the applicant (seeking to register a trade-mark) and the public, as between the applicant and the opposer, viz., the earlier user of a similar mark. If the private interests involved (to avoid confusion) are important, the public interest is even more important.

If the registration of a mark is likely to cause confusion or mistake, the mark will be rejected, not exclusively to prevent private injury, but also for public reasons. For years the English courts have said so.

Undoubtedly goods and merchandise have the same descriptive properties when, from the use of the same name or mark on them, it would be a reasonable assumption that they came from the same source. It has often been said that particular cases can only be determined by their particular circumstances. The facts of one case are of little or no use as a guide to the determination of another. Always the question is whether the registration of the mark applied for is reasonably likely (by confusing) to damage private parties, as well as the public.

There never could have been any doubt that there was bound to be confusion, between Arrow collars and shirts and Arrow collar buttons, and the supposition that they had a common origin was natural—in fact, inevitable. Such goods having always been dealt in by the same retail stores, and with the same trade-marks placed upon them (sold over the same counter), naturally the purchasing public was led to believe that the goods came from the same source.

The likelihood of confusion in this case requires no discussion. The newcomer's "Arrow" mark should have been summarily denied registration by all the dictates of reason and common justice—though used upon collar buttons for the first time.

Dissimilarity between product was not and is not, the proper, or logical determining factor. The real point or issue to be considered was whether the public would not have the right to believe that the manufactured "Arrow" collars manufactured "Arrow" buttons

The fair test to set up migh better have been one with due re gard to the purpose of the Trade Mark Act, namely, to prevent confusion—not to legalize it. This consideration apparently escaped the Patent Office—until they were brought up with a jerk by the Court of Customs and Patent Appeals.

Irrespective of Patent Office classifications, the presently approved meaning of the words, "appearing in the Registration And has resulted in the Patent Office and the Court of Customs and Patent Appeals now holding a follows:

⁽⁵⁾ Belding Heminway v. Valway, 156 Ms. Dec. 540, Dec. 18, 1930.

⁽⁶⁾ Note (5) supra.

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BUY IT IN THE SUBURBS

Advertising men living in New York suburbs have needed no statistics to tell them what the trend of population is. They know from the number of times they miss getting train seats these days.

And they probably do not need a restatement of the very interesting circulation situation in the suburbs because it is given on Page One of every A B C Report. But, advertising being what it is, it is worth while repeating a fact that every manufacturer selling in New York should never lose sight of:

48 out of every 100 suburban families who buy a standard size Sunday newspaper buy the Sunday American.

If you are selling products to families of the type automatically selected through their preference for standard size papers, here is a market of 302,265 living rooms where your product should have a chance to sell itself—and where the American can help you do it.



Nationally Represented by PAUL BLOCK & ASSOCIATES

Coffee and tea possess the same descriptive properties as horse radish, peanut butter, etc.;

Confusion would likely result from the use of similar marks upon cans of coffee and cans of fruit;

From the use of similar marks upon raisins, raisin syrup and baking powder;

From the use of similar marks upon olive oil and tomato paste;

From the use of similar marks upon cotton chenille wash cloths and silk piece goods;"

From the use of similar marks upon shirts, hats, caps and paja-mas;13

From the use of similar marks upon canned fruits, vegetables, fresh fruits and apples;¹³

And from the use of similar marks upon ice cream cones, snaps and other bakery food products.14

This, then, is the result. Since the Cluett decision, common sense is King in the Patent Office. Many marks previously registered may therefore suffer cancellation "at any time." All others, however, have been rescued from the well nigh daily threat of copying and imitation by new registrations of identical or similar marks, "upon merchandise of the same descriptive properties" to the minds of all but the Patent Office.

Conclusion

(1) Your trade-mark registration (like Arrow for collar buttons) may be cancelled at any time, if the public is likely to be confused into thinking that your merchandise is made by any person who can show himself to be an earlier user of a mark similar to yours.

(2) Thanks to the enlightened

(7) 40 Fed. 2d, 106.
(8) 40 Fed. 2d, 108.
(9) 40 Fed. 2d, 116.
(10) 17 Fed. 2d, 677, 679.
(11) Note (5) supra.
(12) Decker and Cobn v. Liebowitz—Court of Customs and Patent Appeals, Dec.
13) Skookum Packers v. Pacific
Northwest Canning Co.—

(13) Skookum Packers v. Pacific
Northwest Canning Co.—
Court of Customs and Patent Appeals, Dec. 19, 1930.
(14) National Biscuit Co. v. Sheridan—Court of Customs and Patent Appeals, Dec. 1, 1930.

viewpoint of the United States Court of Customs and Patent Appeals, the present and the future Patent Office test for trade-mark registration will be a reasonable one. You will not have to show whether there will be a confusion of goods, but instead, whether there will be confusion as to the ownership of your goods, with those of a previous registrant or with those of an earlier user of a mark similar to yours.15

(15) California Cyanide v. Am Cyanamid, 40 Fed. can Cyanamid, 40 Fed. 2d 1003, also 20 T.M. Dep. 266.

Sunkist Appropriation Increased

Advertising effort in support of Sun-kist citrus products will be increased during 1931. A budget carrying an in-crease of \$500,000 has been authorized for advertising activities. This increase, according to W. B. Geissinger, advertis-ing manager of the California Fruit Growers' Exchange, Los Angeles, pro-vides a total budget for 1931 of \$2,400,000 to promote the sales of Sun-kist oranges, lemons and grapefruit. Of this amount, approximately \$1,700,000 this amount, approximately \$1,700,000 will be invested by Sunkist in increasing

will be invested by Sunkist in increasing the demand for California oranges alone. The special appropriation will be used in a separate news type of campaign. using newspaper, radio and poster advertising, which will tell consumers of the plentiful supplies of Sunkist oranges which are available at lower prices. Sixty-two newspapers in thirty-six cities of the United States and Canada will be used.

Acquires "National Printer-Journalist"

The National Printer-Journalist. Milwaukee, has been purchased by H. Williamson, of Springfield, Ill., from Harry A. Apple, publisher and head of the Trade Press Publishing Company. Mr. Williamson will combine the publication with the United States Publisher and Printer. The merged publication, which will carry both names, will be published at Springfield.

Victory Fertilizer to Frohman

The Victory Fertilizer Corporation, Boston, has appointed the Louis H. Frohman Advertising Agency, New York, to direct its advertising account. Newspaper and radio advertising will be used throughout New England to feature Victory Plant Food.

Appoints Dunham-Younggreen-Lesan

The American Founders Securities Company, Milwaukee, has appointed the Dunham-Younggreen-Lesan Company, alvertising agency of that city, to direct its advertising account.

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b. 5, 1931

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Something Has Happened In PITTSBURGH

SUN-TELEGRAPH is FIRST in Automotive Advertising Linage in Auto Show Issue

After rounding out the year 1930 with more Passenger Car advertising than any other Pittsburgh newspaper, the Sun-Telegraph began the new year by again leading its competitor -in both Total Automotive and Total Passenger Car linage.

In its 1931 Auto Show Number, Sunday, January 18, the Sun-Telegraph published 35,909 lines of Automotive Advertising-2,180 more lines than the other Sunday newspaper.

THE SUN-TELEGRAPH

NATIONALLY REPRESENTED BY BLOCK AND ASSOCIATES

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HERE are a few of the companies who advertise more than one of their products in True Story.

Because these 2,000,000 families are the only major magazine market not heavily duplicated by other magazines, True Story is becoming a MUST on more and more advertising lists.

Here is the only major magazine penetration into the new wage earner market—65 per cent of the urban population—the mass outlet for mass production.

In these careful spending days, True Story has just closed the biggest first quarter in its history.

GENERAL FOODS

Post Bran Flakes Minute Tapioca Jello Hellmann's Mayonnaise Postum Cereal Post Toasties Grape-Nuts Calumet LaFrance

STANDARD BRANDS, INC.

Fleischmann's Yeast Chase & Sanborn's Coffee Royal Baking Powder Royal Gelatin

QUAKER OATS CO.

Aunt Jemima Quaker Oats Puffed Rice

CORN PRODUCTS REFINING CO.

Linit Karo Mazola

R. T. FRENCH CO.

French's Bird Seed

b. 5, 1931

NO LOT OF EGGS

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ING CO.

KELLOGG CO. All Bran Rice Krispies Corn Flakes

LAMBERT PHARMACAL CO.
Listerine Toothpaste
Listerine Antiseptic

Prophylactic Tooth Brush JOHNSON & JOHNSON Baby Powder Modess

Modess
DRUG, INC.
Midol
Three in One Oil
Diamond Dyes
Castoria
Phillips Milk of Magnesia
Bayer Aspirin
Life Savers
Ipana Toothpaste

LEVER BROS.

Lifebuoy Shaving Cream
Lux for Washing
Lux Toilet Soap
Lux for Dishes
Rinso
Lifebuoy Soap
COLGATE PALMOLIVE PEE

COLGATE PALMOLIVE PEET Colgate Dental Cream Palmolive Soap Colgate Seventeen Super Suds

NORTHAM WARREN
Cutex
Glass
Odorono

Pepto Bismol

NORWICH PHARMACAL Amolin Unguentine

R. L. WATKINS CO.
Dr. Lyon's Tooth Paste
Glostora
Cocoanut Oil Shampoo

LEHN & FINK
Lysol
Hinds Honey & Almond Cream

WYETH CHEMICAL Freezone Kolynos Too'hpaste Mentho Sulphur Outgro

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How Much Can the Readers SPEND?

That is the most vital question an advertiser can ask about any newspaper. Any reader who has not sufficient income to purchase his product is valueless to the advertiser.

In Boston, it is axiomatic that the group whose spendable income remains practically constant make up the circulation of the Boston Evening Transcript. This fact requires no statistical proof, although there is statistical proof. It requires only a knowledge of Boston.

BOSTON EVENING TRANSCRIPT

Highest ratio of BUYERS to readers

CHARLES H. EDDY CO.

R. J. BIDWELL CO.

oston New York Chicag

San Francisco Los Angeles Seattle

Copy Man, Spare That Adjective

Think Twice Before You Set Yourself Up as an Editor

By Ernest S. Green, Jr.

Copy Staff, Newell-Emmett Company (Advertising Agency)

THE ads are packed with them. Bouquet adjectives like "remarkable, marvelous, wonderful, extraordinary." Brickbat adjectives like "horrid, faulty, unwise, queer, spurious." Attribute adjectives like "quick, green, light, quiet, smooth."

The advertisements are packed with them—packed in fact to a degree that stretches the reader's belief to the breaking point.

belief to the breaking point.

Believability is a fundamental of copy that sells. And the patter of a rain of adjectives is often enough to drown out the ring of conviction in an advertisement.

For a rain of adjectives (other than run-of-mine profanity) is seldom encountered in the conversation of the day. People don't talk that way. And copy men who write that way are rejecting an aid to believability when they write advertising that does not pass the test of being read aloud.

You can almost count on your fingers the Grade B adjectives that come to your lips today. "Swell, slick, great, rotten, terrible," "adorable, cute, darling, ghastly, stunning."

Most of us know better than to use these over and over again, but we do. Furthermore, we resent unconsciously (and most unreasonably) those people who use Grade B adjectives which we do not use. And when people read advertisements they have a way of welcoming something to resent, something that gives them an excuse to turn the page in disdain.

The term Grade B adjective in this article is used in a sense which is all its own—a sense that has nothing whatever to do with methods of evaluating milk. For the purposes of our discussion let us christen Bouquet and Brickbat adjectives Grade B adjectives and let us bestow upon Attribute adjectives the classification of Grade A. You can easily keep them in

mind by their initials: A for Attributes, B for Bouquet and Brick-

Let us consider the difference between the groups. It is just this: Grade A adjectives represent qualities that can be demonstrated or reasonably proved. Grade B adjectives do not.

A thing cannot be proved to be "splendid" or "horrid."
It is only "splendid" or "horrid"

It is only "splendid" or "horrid" in the opinion of the writer who uses the word.

It follows that the statement that a thing is "splendid" or "horrid" must rest for its believability upon a willingness of the reader to concur in such an opinion—a willingness to recognize the right of the writer to pass judgment, the right of the writer to have an opinion at all.

Can a copy man assume such concurrence, such co-operation on the part of his reader? He cannot—and therein lies the weakness of adjectives of the Grade B type.

Have You a Right to Your Opinion?

A man has a right to his own opinion in the United States of America. Nobody denies him this right—in theory. Millions deny this right in practice—especially when it is expressed in an advertisement.

People fight shy of sermons by non-clergymen. People fight shy of editorials by non-editors. They are interested in what is happening rather than what the Superior Motors Corporation thinks about what is happening. They give credence and a hearing to the copy man who comes to them in the guise of a reporter—if he has a nose for news. But there is nothing but a scowl and—what is worse—a yawn for the author of advertisements who assumes the role of editor.

There is prejudice against edi-

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RIPT

Seattle

torialism when self-approval is involved, when the copy writer, by using Grade B adjectives or otherwise, puts himself in the position of citing himself as an authority in behalf of the product he is selling.

An example of this type of resentment is what we feel when a haberdasher's clerk with the taste of a stevedore on a holiday tells us "This is a nifty pattern, I wear

this shirt myself.

Another example is from my experience. I remember distinctly the fulminations of a chief of mine long ago, when I expressed the opinion that a piece of copy I had just written was a near master-"You can't judge your own work!" I can hear him spluttering, "Damn it all, Ernie, you aren't Shakespeare!" He had me there. His words, I ruefully concede, are beyond contradiction.

Seek Descriptive Adjectives

Beyond contradiction, too, are Class A adjectives, and because of that, they arouse no resentment in their readers. They are examples of the exercising of the reporter's function. Because they truly describe, they live up to the definition of an adjective as a word "limiting" a noun. Do "outstanding, limitless, unbounded, un-surpassed" and other Grade B specimens limit a noun except by technicality?

Adjectives that are also participles deserve a word at this junc-We know that verbs move and nouns stay put. Does this mean that adjectives that are participles are without exception to be welcomed as advertising material? The answer is no. For don't we find Class A and Class B adjectives even here? Participles that describe such as "crackling, steaming, surging, freezing, blazing," and participles that reek with editorialism such as "enthralling, captivating, entrancing, astonishing, overwhelming."

Let us turn to examples for a moment, and quote a Hartford Fire Insurance advertisement which illustrates the point. The headline is, "I'll be back for that one later on." The text starts off "You've seen fire carry off other people's property in one flaming, crackling, armful.

"Flaming" and "crackling" are examples of Grade B adjectives well used. A copy man can say a fire is "flaming" and still be a reporter in spirit. His readers have seen the flame, even as the advertisement states. Likewise they have heard the crackle.

Here is an excerpt from a piece of copy, also in the Hartford

series:

What Do You Mean—It's Yours?
That home of yours—is it really yours? Paid for, yes, but never surely yours until it is protected by surely yours until it is protected by insurance. Fire is no respecter of persons, or dreams, or ideals. All property looks alike to him. He takes what he pleases.

There is just one way to make that home really yours—for always. That is to insure it so that if Fire does take it, your insurance company will provide means of replacting it.

ing it.

Suppose the copy writer had said, "Fire, the arch enemy of valuable property, is no humble respecter of important persons or magnificent dreams or lofty ideals." Would this have rung the bell as loudly as the same, minus the ad-

Suppose we had had "He wreaks his ghoulish, destructive will upon whatever valuable property lies within the ill-fated path of his irresistible advance" instead of "He takes what he pleases." The first is the noun and adjective way of writing, the second lets the verbs

do the talking. Rules are made to be broken, however, and the copy man should avoid taking these suggestions so literally that they become a sort of straitjacket. A straitjacket, I am told, constrains, and its effects are not calculated to encourage

naturalness of posture or of writ-

I know how this works out. Take this article for example. At the outset—just as a stunt—I gave myself the assignment of writing this piece without the use of an adjective other than those quoted for illustration purposes. To the best of my knowledge, I have succeeded-technically (granting myself of course the use of nouns,

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HIGH WATER MARK!

90,559

Daily Average

Net Paid Circulation

Week Ending Jan. 31

DAILY ILLU ATENTIMES CHICAGO'S PICTURE

National Representatives: The Sawyer-Ferguson Co.

Palmolive Building, Chicago 295 Madison Avenue, New York

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pronouns and such as adjectives.) But it has been a task to stick to this program; it has most certainly been a case of writing in a straitjacket. Even if the effects do not show up glaringly in the reading. I would not recommend the

practice of such strictness.

Like an attorney for the prosecution, let us rest the case with a plea: "Copy man, spare that adjective if it be a Grade B specimen! Think, and think twice, before you set yourself up as an editor.'

What Groucho Says

Kasten Finally Buys Heart Throbs

So you think I don't hate myself, eh? Boy, that's a triumph! Been hoping somebody'd say that to me sometime. If enough people'd say it I'd know that mebbe I'm some good in the ad business. Gotta think well of yourself to be any good in this bizz. Oh, don't be foolish! Course I don't mean an ad man's got to be a four-flushing ass of conceit, but just figure the ways he gets licked if he can't hold his own in the "hear me-I'm it" contest he has with his clients.

Just worked up a campaign for Kasten. Genius sparkles in this campaign. Oh, I can't tell you how. It's so simple that it's funny. There are a few things you can get a popular rise on-any time-anywhere. One of 'em is sex, another is sobs, another's joblessness, another's Rudy Valleesity. Oh, there are a lot of 'em with Mother Mc-Cree and The Kiddies always waiting for another publicity break.

Well, all I'll tell you is that Bonner shook off the leash, got some master drawings and also got a writer to put a hard hitting heart throb into nickel plated brass ware, which Kasten tried to kill by a superior smile and sumpthin' like this: "Young man, there are fifteen essential things about our brass ware and you have left out exactly fourteen of them. They are standard data. They must be featured in our advertising. At least the eight essential ones must go in every ad. So I'll have to say this stuff is wet."

"All right, Mr. Kasten, that goes. But before you make it final will you look at this stuff for five minutes more?"

Sure, he would humor the boy but it wouldn't change his mind.

So Kasten looked at the ads and Bonner and I looked at Kasten's speaking countenance. First thing Kasten's speaking mug said was, "Must be something in this stuff I didn't get, wonder what it is?"
"Five minutes up!" shouts I,

winking at Bonner.

"Still of the same opinion?" asks Bonner.

"Sure I am," says Kasten.

"O. K.," says Bonner. "Into the morgue it goes.

"Wait! "Wait! Gimme five minutes more," pipes Kasten. Course Bonner and I then knew the stuff was sold. Kasten took five, ten, fifteen, twenty minutes. Then he pipes up: "I'm on! I got it! The darn stuff's got a heart throb in it. First I was looking for brass facts. When you said five minutes I knew you saw something I didn't. It's got a heart throb that's tied up with our stuff. I just bought a car and, come to think, I didn't buy it on fifteen specifications. I bought it cuz it seemed to be 'personal,' if you get me; cuz they put this same sort of stuff in their copy. Guess when I decided it was a good car, I also decided that the fifteen specifications must all be there."

Bonner's got that think-well-ofyourself stuff, but he's no slushy fool the way he uses it. It's too good to be messed up in the handling.

There's at least two ways round any block and sometimes there's an arcade which runs right through it.

Wot about the fifteen specifications? Got 'em all in in twentyfive words in a box in the corner labeled "Specifications." That's where they belong in these ads.

GROUCHO.

20 World Ports Receive Grapefruit from Tampa

In the ten weeks from November 9, to January 18, 14,000,000 cans of grapefruit and grapefruit juice left Tampa docks consigned to leading ports of the world.

A half million cans were shipped to London, Liverpool, Bremen, Antwerp, Slico, Leith, Glasgow and Bristol. Other shipments were made to Shanghai, Vancouver, Montreal, Los Angeles, Philadelphia, and other leading ports.

Over 75% of Florida's citrus crop is grown within 75 miles of Tampa....in Tribune Territory....providing another source of income for Tampa Tribune readers.

1930 Federal Census

Tampa and Suburbs 119,000 Jobbing Trade Area 750,000*

*More than half the population of Florida.



TAMPA, FLORIDA

n Beckwith Special Agency, National Representam: New York, Philadelphia, Detroit, St. Louis, Kansas City, Atlanta and San Francisco

The Sawyer-Ferguson Company Chicago Representatives

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sell for *Profit* in 1931 « « «

Make profit the one dominant objective of this year's sales campaign.

Eliminate doubtful selling expense. Intensify sales and advertising activities in concentrated, profit-yielding areas.

Take Cleveland, for example: Ten great market authorities say that the TRUE Cleveland Market, 35 miles in radius, 1,532,169 in population, is the ple only area that can be sold effectively and economically from do Cleveland.

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ONAL PAPE

> AGO . OIT .

MEMBER OF THE UNITED PRESS . . . OF THE AUDIT BUREAU OF CIRCULATIONS and of MEDIA RECORDS, INC.



5. 5. 1931

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Only within this small and compact territory is there daily commuting to and from Cleveland, daily distribution of perishable foods, free delivery service by Cleveland stores. Here, alone, live the great mass of people who come to Cleveland to trade. Here, alone, is Cleveland newspaper coverage sufficiently concentrated to produce profitable advertis-

ing results. The nple: Press, with 94% rities of its total circulaeland tion concentrated dius, here, among peois the ple of all classes d ef. and wealth, will from do a real selling job for you!



Pictured here is the TRUE Cleveland Market, small and compact, 35 miles in radius, 1,532,169 in population. Only within this area does Cleveland newspaper advertising function profitably.

Thleveland

CRIPPS-HOWARD NEWSPAPER

ONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD SPAPERS . . . 230 PARK AVENUE, NEW YORK CITY

AGO - SAN FRANCISCO - LOS ANGELES - DALLAS OIT · PHILADELPHIA · BUFFALO · ATLANTA

Form Industrial Marketing Group at St. Louis

The Industrial Marketing Council has been formed at St. Louis to replace the industrial advertising division of the Advertising Club of St. Louis. Membership in the new group will include those engaged or interested in industrial mar-

George G. Sears, St. Louis district manager of the McGraw-Hill Publishing Company, is president of the organiza-tion. Walter Siegerist, assistant to the president of the Midwest Piping & Sup-ply Company, is vice-president and C. B. Dietrich, advertising manager of the Wagner Electric Corporation, is secre-tary-treasurer. H. L. Nagel, sales pro-motion manager of the Wagner Electric Corporation, is chairman of the program committee. Mr. Sears is chairman of the membership committee.

The first meeting of the group, held on January 12, was addressed by Jack Rodger, McGraw-Hill Publishing Com-pany, W. H. Rastall, of the U. S. De-partment of Commerce, and Colonel Chevalier, of the McGraw-Hill Publish-

Chevaler, and the company.

Two meetings a month are planned, one in the evening and another at noon for the purpose of general round-table discussions of advertising and selling problems.

Kramer Associates Merge with Gunnison Agency

The Kramer Associates, Inc., New York, sales promotion, has merged with Stanley E. Gunnison, Inc., advertising agency, also of that city. The officers and entire staff of the Kramer organization have become members of the Gunnison agency. Offices will be at the present headquarters of the Gunnison agency.

W. C. W. Durand Joins N. Frederick Foote

W. C. W. Durand, formerly advertisw. C. w. Durand, formerly advertising manager of Physical Cultsure New York, and also previously with Cosmopolitan and Butterick Quarterly, both of that city, has joined the staff of N. Frederick Foote and Associates, publishers' representatives of New York and Boston. He will make his headquarters at the New York office. New York office.

National Advertisers to Meet at Detroit

The semi-annual meeting of the Association of National Advertisers will be held at the Hotel Statler, Detroit, on April 27, 28 and 29. C. L. Bowman, of Stanco, Incorporated, New York, is chairman of the program committee and Cliff Knoble, of the Chrysler Corporation, Detroit, is associate chairman.

James S. Bonbright, vice-president and sales manager of the Pennsylvania Lawn Mower Works, Philadelphia, died at that city on January 24.

Pratt & Lambert Appointments

C. D. Sproule, formerly resident ma-ager at Chicago of Pratt & Lamberd, Inc., Buffalo, N. Y., has been made vice-president with headquarters at that city. H. S. Prescott, formerly residen manager at New York, has been made vice-president with headquarters at New York.

J. G. Schroeder, formerly sales manager of the Western division, has been made resident manager at Chicago to succeed Mr. Sproule. T. E. Murphy, manager of the company's industrial contents of the company's industrial contents. sales, has been made assistant secretary and C. W. Brown has been made sales manager of the Eastern division.

Snyder & Gebhart, New Business at New York

A. A. Snyder, merchandising and advertising counsel, and Lee Gebhart, formerly with Bing & Bing, New York real estate operators, as director of public relations of the Hotel St. George, have started an advertising business at New York under the name of Snyder & Gebhart. Offices of the new business will be located at 47 West 34th Street.

Now Jerome B. Gray & Company

Jerome B. Gray, who has been con-Jerome B. Cray, who has been con-ducting an advertising agency business under his own name at Philadelphia, has formed a partnership with Edmund H. Rogers. The partnership will do bus-ness under the name of Jerome B. Gray & Company at the present offices of the Gray agency.

H. H. Yaw with Martin-Pilling-Shaw

Howard H. Yaw, formerly vice-president of Ewing, Jones & Higgins, Inc., at Philadelphia, has joined the staff of Martin-Pilling-Shaw, Inc., advertising agency of that city, as manager of its research and merchandising department.

Appoints Des Moines Agency

Mesquakie Mills, Cedar Rapids, Iowa. manufacturers of agricultural fertilizers, have appointed Fairall & Company, De-Moines, advertising agency, to direct an advertising campaign which calls for the use of agricultural publications in the Middle West.

Kuhler Transfers Offices

Kuhler, industrial advertising artist and design engineer, has moved his head-quarters from Scarsdale, N. Y., to New York where he will be located at 420 Lexington Avenue.

Appoints St. Louis Agency

The Gruendler Crusher & Pulverize Company, St. Louis, has appointed the Publishers Service Company, advertising agency of that city, to direct its advertising account. . 5, 1931 ntments

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BY RAIL





BY SEA

INCINNATI... cosmopolitan, travel conscious, ever represented in the watering places of the world.

Cincinnatians are confirmed travelers and boast of their Times-Star Travel Section. A finely edited Travel and Resort Section that they constantly read and in which they have an unusual confidence. A section of absorbing interest, unfolding the luxury of modern travel and picturing intriguing places, near and far. A section that will favorably put your selling message before modern, travel susceptive Cincinnati. The Times-Star Travel and Resort Section adequately covers and completely sells Cincinnati.

THE CINCINNATI TIMES-STAR

"THE KEY TO THE CITY"

Eastern Representative MARTIN L. MARSH 60 E. 42nd St. New York City, N. Y.



Western Representative KELLOG M. PATTERSON 333 North Michigan Ave.

Chicago, Illinois

Food, Shelter and Health

FOR YEARS we have retained the services of consultants on matters pertaining to diet, health, architecture and building.

They have a twofold function. First, to make certain that new advertising ideas we may develop are scientifically sound. Secondly, to serve as a double check on advertising that will either be directed to architects, doctors, dietitians, engineers — or come under the scrutiny of professional eyes.

Naturally, the research and study that precede the birth of a campaign do not start with these men and women, nor end with them.

They are in addition.



ROY S. DURSTINE Vice-President and General Manager New York



SAMUEL A. HARNED Manager Trade & Industrial Division New York



GEORGE N. MERRITT Account Representative Boston

b. 5, 1931



CLARENCE RYERSON Assistant Account Representative New York



GERALD H. CARSON Writer New York



MARY E. DAVID Production Department New York



SANFORD GERARD Art Director New York



ROY DICKEY Writer New York

Batten, Barton, Durstine & Osborn

ADVERTISING

383 Madison Avenue, New York

CHICAGO: McCormick Building . BOSTON: 10 State Street . BUFFALO: Rand Building PITTSBURGII: Grant Building . MINNEAPOLIS: Northwestern Bank Building

"Dealer Helps" That Retailers Are Glad to Use

The Second of a Series Appearing in the First Issue of Each Month



The Williams Oil-O-Matic Heating Corporation has sold 2,500 of these miniature oil burner paper weights to dealers. The base is 2½" by 4". Made of metal composition.



An eleane three color 20".

A revolving counter display showing the Helena Rubinstein cosmetics. Its height, including the base, is 14½ inches. Hes six panels, each panel about three inches wide. The red motif makes it a striking display. No charge.

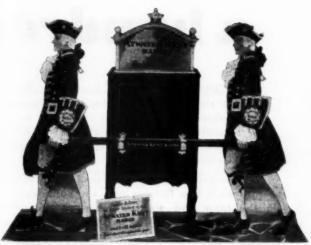


One of a series of lithographed posters furnished to dealers by the National Carbon Company. Popular with small-town dealers who frame them and hang them all around the store. They measure about 19" by 30". The pictorial themes are the old-time stand-bys.

ers

An electric window sign, leaned to the trade for three months. In five colors—measures 12" by 6". It has given Sweet-Orr excellent results.





This Atwater Kent window display comes in five pieces. The arms on each figure are adjustable, allowing the bar to remain in correct position. Usable before, during and after Christmas—especially before Washington's Birthday.



A green and white cardboard strip that fits across the tops of six bottles. Used as a display for window, counter, or shelf.

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One word more a hundred

THE CINCINNATI POST has been able to change the political situation in Cincinnatito change Cincinnati from the worst to the best governed large city in the United States -because it is read by the influential citizens of the city.

A newspaper can achieve no lasting reform unless it has the ear and the confidence of the men and women whose actions and thoughts are followed by the multitudes.

Their words have the power that is necessary to change ideals into realities. Without this

POST CIRCULATION -

- 143,448
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 2. In the O.K. Market 162,222 (Cincinnati Trading Area) 197,021

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143,448 162,222

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confidence the efforts of any newspaper would be ineffectual.

It is this same influential element which you also want to reach—the element which sets the style in food, in clothes, in furniture, in radios, in automobiles, in refrigeration, in all the other products which American manufacturers make and sell.

Read by 62 per cent of the population in Cincinnati, The Cincinnati Post is your best advertising buy.

The Cincinnati Post

A Scripps · Howard Newspaper

NATIONAL ADVERTISING DEPARTMENT OF SCRIPPS-HOWARD NEWSPAPERS 230 PARK AVE., N. Y. C.



MEMBER OF THE UNITED
PRESS...OF THE AUDIT
BUREAU OF CIRCULATIONS
and of
MEDIA RECORDS, INC.

CHICAGO - SAN FRANCISCO - LOS ANGELES - DALLAS DETROIT - PHILADELPHIA - BUFFALO - ATLANTA

Tax on Radio Sets Found Invalid

I N a decision handed down on January 17, the Federal Court for the Eastern District of South Carolina held that the South Carolina license tax on radio receiving

sets is invalid.

The decision is, of course, of real importance to radio set makers and to those owning and operating radio stations. It also has a direct bearing on manufacturers using the radio as an advertising medium inasmuch as the South Carolina tax, had it been found valid, might have been adopted rapidly in other States and thus perhaps brought about radical changes in broadcasting procedure.

Station WBT, owned by a corporation organized under the laws of the State of New York, and located in Charlotte, North Carolina, was the plaintiff in the action. Its plant is valued roughly at \$100,000. It has a normal audience that includes radio set owners in practically all of the State of South Carolina. Its gross annual income is about \$125,000, primarily from advertisers.

Of this, about \$5,000 is from advertisers seeking to reach a South Carolina audience exclusively. About \$105,000 is from advertisers seeking to reach the entire "normal audience." About \$15,000 is from advertisers seeking to reach an audience exclusive of South Carolina. Approximately one-third of its normal audience is in South Carolina.

The station values its right to communicate with the South Carolina portion of its audience at \$50,000. There are more than 50,000 radio receiving sets in South Carolina in actual use and operation. The South Carolina levy provided for an annual license tax ranging from \$1 to \$2.50, varying with the value of the set.

The first question to decide, said the court, was whether a Federal court had jurisdiction in the case. The only most point in this connection, the court declared, was whether the amount in controversy exceeded \$3,000—an essential point in cases of this kind. Here, the court ruled, it had no difficulty in deciding that the amount involved exceeded \$3,000 in view of the figures already mentioned, including the valuation of \$50,000 placed by the station on its South Carolina audience.

The next question was whether the plaintiff had any legal right to attack the constitutionality of the act in view of the fact that no tax was laid upon the plaintiff, or upon its business, or any property owned by it. The tax, it must be remembered, was on receiving sets only, and the constitutionality of an act may be assailed only by one who is directly affected by it.

Said the court, in this regard: "The plaintiff is engaged in interstate commerce. The value of its business is impaired, and if the amount of the tax should be increased, may be destroyed, by unlawful exactions made upon the owners of radio receiving sets. The power to tax is the power to de-If the State can levy a stroy. small tax, it can lay a tax which would be prohibitive. The direct and necessary result of the imposition of the tax in question is to impair the value of the plaintiff's business and a heavier tax might destroy it entirely. We are constrained to hold, therefore, that the plaintiff's property rights are directly affected by the tax in question, and it has a standing in a court of equity to protect its rights."

Radio Is Interstate

The court then pointed out that radio broadcasting, as practiced to-day, is necessarily interstate—the radio waves cannot be prevented from crossing State lines. Since the radio receiving set is a part of the broadcasting scheme, it becomes an instrument of interstate commerce.

Now, said the court, the third and last question is: Can the State—any State—levy a tax on an instrument of interstate commerce? "Under the decisions of the Supreme Court," declared the court, "there can be only one answer";

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b. 5, 1931

whether right to y of the t no tax or upon y owned rememets only, f an act

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1931 BUYING PLANS

OF 350,000 TIME FAMILIES

TIME has just completed a series of questionnaires asking specific information about the 1931 buying plans of 30,000 TIME subscribers—an alphabetical cross-section. From the replies TIME estimates the 1931 purchases of 350,000 subscribers as shown herewith.

Automobiles

PRESENT OWNERSHIP

65,310	TIME	subscribers	now	own	Fords
53,190	44	44	46	44	Buicks
40,110	64	44	66	44	Packards
27,150	66	64	66	66	Chevrolets
21,910	44	44	68	44	Chryslers
20,580	66	66	46	44	Studebakers
16,100	66	64	66	66	Dodges
15,540	44	44	44	44	Nashes
13,160	64	44	86	44	Cadillacs
11,410	64	64	64	44	Essexes
10,290	44	66	44	64	La Salles
9,660	64	44	**	44	Franklins
9,100	66	44	66	66	Hudsons
9,030	44	44	44	44	Hupmobiles
8,820	44	44	46	**	Plymouths

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TIMIMI

Automobiles

BUYING PLANS

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32.5% of TIME subscribers expect to buy automobiles this year. The investigation further shows the price range to be from \$435 to \$8,000. Average retail price TIME subscribers expect to pay is \$1,350. This figure includes 20,000 Fords and Chevrolets to be bought as second cars, averaging about \$550; plus single-car purchases averaging \$1,650. (Compare the U. S. average retail price of \$800.) . . . The dollars to be spent by TIME subscribers for new automobiles during 1931 could just about pay for the entire output of any one good-sized manufacturer, such as Studebaker (including Pierce-Arrow), will absorb a good portion of the output of all manufacturers. Here is a Quality Automobile Market. Packard, which ranks 16th in registration throughout the country, is third in ownership among TIME subscribers. Cadillac and La Salle, ranking 24th and 26th throughout the country, rank 9th and 11th

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... Total 1931 planned purchases \$153,400,000

IMIME

Homes

PRESENT OWNERSHIP

The average value of the houses TIME subscribers live in at present is \$19,586, which is about four times the cost of the average American house.

71% of TIME subscribers own the houses they live in*;

10.1% live in rented houses;

17.4% " apartments;

.7% " co-operative apartments;

.8% " " hotels, etcetera.

Before the end of 1931, 37.8% of TIME subscribers will be actively and directly in the market for material and equipment—redecorating, remodeling, building

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^{*20%} also own separate summer homes.

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Homes

UYING PLANS

NEW HOMES

REMODELLING

22,050 TIME subscribers plan to remodel; 9,800 plan to buy houses and make them over. . . . The expenditures for these two groups for materials alone, we estimate conservatively at \$16,000,000

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TIMME

Homes

EXPRESSED INTEREST

For their present homes and for the homes they plar to build, TIME subscribers have expressed an interes in the following types of equipment:

56.7% or	198,450
22.4% or	78,400
22.6% or	79,100
14.1% or	49,350
14.4% or	50,400
26.2% or	91,700
23.7% or	82,950
16.5% or	57,750
23.7% or	82,950
26.5% or	92,750
16.7% or	58,450
14.0% or	49,000
10.6% or	37,100
15.3% or	53,550
	22.4% or 22.6% or 14.1% or 14.4% or 23.7% or 16.5% or 25.5% or 16.7% or 14.0% or 10.6% or

^{*}On the basis of 350,000 subscribers, TIME's guaranteed average net paid circulation for 1931.

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HOME DECORATIONS

For their present homes, 86,750 TIME subscribers plan to redecorate rooms, which according to our estimate will result in an expenditure for draperies, rugs, furniture and flooring, and so on, of at least \$300 each, or a total of . . . \$26,000,000

AUTOMATIC REFRIGERATORS

198,450 automatic refrigerators at prices ranging from \$150 to \$500 (average price \$200) would indicate purchases amounting to . . **\$39,500,000**

Makes mentioned: General Electric, Frigidaire, Kelvinator, Servel, Electrolux, Copeland, etc.

HEATING EQUIPMENT

for oil burners, averaging \$630 . \$25,470,000

TIMME

Food

TIME's food investigation, chiefly an attempt to discover exactly how much the men in TIME families have to say about the food served on their tables, brought forth also some interesting information about their consumption of food:

The average number of mouths fed regularly in each TIME home is 4.3.

The average number of dinner guests in TIME homes each week is 2.5.

96.5% of the men replying to the questionnaire were able to tell us their monthly food bill. The average per family is \$126.56, making a total annual consumption of foodstuffs by TIME families well over

\$525,000,000

(The figure \$420,000,000 in TIME's recent "Buying Plans" announcement in newspapers, was based on \$100 a month, a preliminary estimate.)

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On the principle that all the famous gourmets of history have been men and that men are as a rule the ones to demand (and relish) special foods, TIME asked its men subscribers to "list brands or varieties of food products served in your home that are bought particularly for you":

79.8% listed breakfast foods bought particularly for them

75.2% listed coffees bought particularly for them

75.2% listed cheeses bought particularly for them

54.2% listed sauces bought particularly for them

63.6% listed ginger ales and mineral waters bought particularly for them

32.9% listed others bought particularly for them

* * *

73.9% of the men say the wife caters to the husband's taste in food.

49.2% say the husband is frequently responsible for initiating the use of new foods.

18.0% of the men say that the wife selects all food arbitrarily.

11.2% say the wife and husband never talk about food.

2.8% say the wife ignores the husband's taste in food.

.6% say they leave absolutely everything to the servants to decide.

LIME

Travel

If only 11% of TIME subscribers travel outside the U.S. this year, their expenditure for foreign travel will be about . . .

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RESENT OWNERSHIP

UYING PLANS

According to the new investigation, 30% of TIME subscribers plan to buy new radios within a year, and they plan to buy quality radios: Radiola, Philco, Atwater Kent, Victor, Majestic, General Electric, General Motors, Stromberg Carlson, Westinghouse, etc.

The retail prices of these makes range from \$60 to \$500, averaging \$165. The total value of new radios that TIME subscribers plan to buy in 1931 is thus \$17.300.000

TIME subscribers choose their radios carefully. Here are the facts about radios they consider most important:

Tone quality was considered important by	92%
Selectivity (ability to separate stations without over- lapping) was considered important by	88%
Price was considered important by	59%
Appearance of cabinet was considered important by	38%
Sensitivity (ability to get distant stations) was considered important by	34%
Tone volume was considered important by	27%
Manufacturer's name was considered important by	22%
Technical features was considered important by	9%

Thus, in factual averages and totals, the 1931 buying program of 350,000 TIME-reading families. Let manufacturers ponder well its implications.

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In this group of 350,000 families, buyer waits for seller. To advertise now to this clientele is to give these people facts they are already seeking for the fulfillment of their wants.

But chance acquaintance in far fields is not enough. How much and what specific merchandise these families will actually buy depends largely on how well and how often advertising has filed in their memories the advantages of given products.



Shirt-Sleeve Advertising

Every Study on What Can Be Done to Stabilize Employment Permanently Shows the Necessity of Advertising Linked Closely to Production

By Roy Dickinson

REASON-WHY copy is coming back strong because it is a part of shirt-sleeve advertising.

The grand style and the elegant manner of a year or so ago are

The long-time advertisers didn't lose their neads in the easy days. But, as Kenneth Groesbeck said in explaining the comeback of reason-why copy*: "a good many of us got our heads so far in the clouds that our feet lifted pretty well off the ground. Down we come to hard pan, however, as the purse strings tighten."

Shirt-sleeve advertising is rooted even deeper than reason-why copy,

one of its signs.

The reasons and the objectives of advertising are going back to the old shirt-sleeve days.

It was all right to put on quite a bit of dog when competition was friendly and everybody was getting some sales. Now the country, our economic system, manufacturers, all of us, are up against the toughest problem that has been faced in many years. Unemployment isn't curing itself.

All the emergency measures have been frankly palliatives, not cures. In the most conservative publications we read such statements as "the undesirability of the existing set-up in boom times and hard times has never been felt by so many people of intelligence, responsibility and standing.

There is an unmistakable drift in thought now, probably to be translated into action later, that continuing effort and attention, and constructive planning must be given to the problem of the millions who want to work and can't.

And right here is where advertising is going to get down to the shirt sleeves it started with. It is going

to go out into the production rooms to do a man-sized job in ironing out peaks and valleys in production schedules, in rationing output, in attempting to stabilize demand, and particularly in building new products for off-season use. The companies which are going to be the leaders of the future are already adopting this course of action.

There is nothing theoretical in this job which now stands before advertising as a challenge and an opportunity. New York State was one of the first to appoint a committee to co-ordinate efforts to stabilize business and reduce unemployment. This committee made its full report recently. The study resulting in the present report started over a year ago. The committee consisted of a banker, two big manufacturers, an industrial commissioner, a labor expert and an expert on unemployment. It concludes with seven specific recommendations for industries, communities and the Government. both of the State and nation.

Like every other report which has been made after complete and thorough study, this one lists the four following types of unemploy-

ment:

Seasonal.
 Cyclical.
 Technological.
 Chronic.

Again, as in every other report. this one states unequivocally that seasonal unemployment is still the principal single cause of the total volume and is caused by quick changes of buying habits on the part of consumers, by weather conditions and by management which doesn't sufficiently plan ahead.

The causes of cyclical unemployment are no more known than are the causes of cancer, yet studies now under way may shed some light on the subject. In the mean-

[&]quot;"Reasons Why for the Return of 'Reason Why' Copy," PRINTERS' INK, January 15, 1931, page 3.

time, other States, such as Illinois, Pennsylvania, Ohio and New Jersey, are coming to the same conclusion, that there are certain things which can be accomplished by individuals to mitigate the evils of unemployment which are at the root of stagnation in business.

When the New York State report comes to a question of what can be done, the first recommendation is: "We should like to emphasize first of all the role business can play in reducing seasonal employment. Because consumer demand is irregular it does not invariably follow that the volume of production and employment at the factory should follow suit.

Four Means of Regularization

"The example of a large number of firms, including many which we have studied in this State, shows, on the contrary, that employment can be regularized for many more products than is commonly be-lieved. The four chief means of regularization, one or more of which are employed by many business concerns, are: (1) Stimulating consumer and dealer demand during the off seasons; (2) scheduling production so that employment will be fairly evenly distributed through the year despite the fluctuations in sales; (3) developing sideline and filler products for the slack seasons; (4) using a flexible working day rather than alternately hiring and laying off workers."

Immediately following this recommendation the report says: "Many large firms with dominant positions in their industry have changed consumers' habits by advertising." Then there is mentioned a group of companies, all of which have used not only reason-why copy but what I have called here shirt-sleeve advertising, to iron out production schedules.

A definition of shirt-sleeve advertising might be this: "Advertising which is made a close part of production schedules and planned output, is designed to co-ordinate these with changes in consumer demand and is used to develop steady instead of intermittent employment."

This involves not the heigh-ho

type of copy, but distinctly and decidedly reason-why copy taken in connection with the following other management policies:

 An estimated sales budget for the year drawn up in advance based on past records and the reasonable prospects ahead.

(2) As nearly as possible, this yearly quota is divided into twelve monthly or fifty-two weekly parts. Goods are produced in this ratio and surpluses over current sales are stored to meet the demands of the rush seasons.

(3) The estimated sales quota is checked several times during the year against actual sales. If the budget proves to be above actual sales, production is diminished. If the forecasting has been competently done, however, the error from purely seasonal causes should not be large, although cyclical fluctuations will continue to cause trouble. In some cases, such as the Eastman Kodak Company, and Bausch & Lomb, the accuracy of the forecasts has resulted in a curve of employment almost identical with the planned curve and has been kept so from season to season in normal years.

The report continues:

"It is much more difficult for a factory producing numerous lines to carry through a program for planned production than for a concern producing only a few prod-It is therefore desirable for firms when beginning a program of budgeting and regularized employment to attempt to standardize their products. Sometimes they can reduce the number of kinds This was done by the with profit. Knox Hat Company, when it began to stabilize production, and it has appreciably regularized the busi-Despite obvious difficulties, great success in forecasting and in stabilizing has been obtained by some firms which produce a multiplicity of products. The Eastman Kodak Company is an outstanding example of scientific control of production through sales research and budgeting and is worthy of study by every business man having a problem of irregular production and fluctuating employment."

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That Added Measure of VALUE



That the 1931 Advertiser is so earnestly seeking will be found in Newspapers like these

THEY GET THINGS

The School Systems in more than 100 of the 120 Kentucky Counties and those in 26 Southern Indiana Counties have entered the 1931 Spelling Bee aponsored by The Courier-Journal and

The same Prestige and Reader Confidence which makes their own promotions easy adds potency to your advertising in their columns.

Newspapers that deliver complete coverage at one small cost and lend to your advertising messages a priceless degree of prestige and reader confidence that has come from over a century of constructive public service.

over 160,000 Sunday over 200,000 Daily

The Courier-Journal
The Louisville Times



nificant that every one of these studies on what can be done in the future to fight this curse of unemployment continuously, emphasizes particularly the part that advertising must and can play in it.

Feb. 5, 1931

While it is true that during periods of cyclical unemployment such as the present, individual firms may to a large degree be helpless to overcome the numerous factors that create depression, it has been possible for some firms producing both specialty goods and staples to do a good job in their own plants. While it is also true that the ultimate control of the business cycles may be still a long way off since this depends largely on international co-operation, business can still do a whole lot individually and collectively to cut down seasonal unemployment.

Again I say that the real desire on the part of every progressive manufacturer to accomplish more even production, offers real advertising men, who can produce and sell shirt-sleeve advertising, a real and a brilliant opportunity. There is nothing theoretical about the

idea.

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Pick any name out of the New York State report or any other report and there is a shirt-sleeve advertising story behind it.

One company singled out for honor in the report I have mentioned is S. C. Johnson & Son, of Racine, Wis., makers of wax, floor polishes, interior finishes, etc.

Credit managers are not given to theoretical ideas on advertising. Here is what Arthur Stoffel.

Here is what Arthur Stoffel, credit manager of the Johnson company, wrote me recently in connection with this subject:

"It was recognized that carefully regulated production was necessary to insure the achievement of steady employment, but production could not be regulated satisfactorily so long as sales were subject to sharp rises and falls, depending upon the season. The first step was to add related products to the Johnson line, the sale of which was least affected by the seasons, or if they were subject to seasonal declines, were such that their manufacture could overlap the already established lines.

"Always a believer in advertising, Mr. Johnson sponsored a program of consistent advertising to develop the sales every month of the year. Advertising was largely responsible for our present regulated production machine and has kept, and is keeping, it going. If through lack of faith in the future we should discontinue our advertising, even temporarily, we know that the inevitable result would be a decrease in sales among at least some members of our family of products and if this came about, production would have to be curtailed and the production force reduced.

"For a number of years we have spent annually over one million dollars or more in magazine, newspaper and other advertising. At no time in the last ten years have we been tempted to decrease our appropriation with the sole hope of

saving money.

"However, we do not attribute the success our advertising has had in stabilizing production only to the fact that we have invested so much money annually in advertising.

A New Advertising Slant

"Last spring, foreseeing, as so many others did, that the year did not promise well for business, we strove for some new advertising and merchandising slant that would enable us to offset the losses that were likely to affect some of our products.

"I am glad to be able to say that a single merchandising idea, backed by a special advertising appropriation, produced results sufficient to offset a decline in the sale of some of our products which was as high as 25 per cent and keep our business for the first six months on a balance with that of 1929.

"In other words, we were in a position not unlike that of a football player running through a field, who, finding his progress blocked by an opponent in one direction, side-stepped sufficiently and tried another opening.

"The second factor in the stabilization of our production was a policy of continuous aggressive merchandising, special sales plans for dealers and salesmen contests during usually depressed months. There is nothing very new in all this, you will say, and you will be quite right, but we did not allow the fact that our activities were not original to deter us from putting a tremendous amount of enthusiasm into them, and that perhaps is the reason for their success.

"From the production standpoint itself we have been able to stabilize employment to a great extent by the development of new products, as I said before, and also by a plan which is designed to train employees so that they may be shifted from one department to another as production needs re-

quire

"Now, I fully realize that this last idea may not be applicable to many factories. We do not like to say that our employees are not skilled workmen, but it is true that they could not be classed as skilled labor in the common acceptance of this term. However, there are unquestionably many other factories where skilled labor is not employed that might conceivably benefit by adopting this practice.

"Our men are capable workmen in their department when it is in operation. When it is not, they are equally capable in handling several different jobs in the varnish plant or in assisting in the shipping-room, or in working with the maintenance force painting buildings. Consequently when production is lowered in one line because the demand during the sales month is low, instead of dropping this worker from the pay-roll, we transfer him to a department where his services can be used profitably.

"Of our 600-odd employees a very large percentage are sufficiently versatile as a result of careful training and rotation in jobs, to enable us to move them from one department to another without loss of operating efficiency in any

department.'

Another company in a field where management has been up against all sorts of difficulties adds another timely bit of testimony. No company in the rubber field has time for theoretical or charitable plans. It has been too hard to make any profit in the industry. One company, the General Tire and Rubber Company, whose earnings were high last year, has just announced a plan whereby an extra dividend is to be used for two purposes.

Primarily to finance and build off-season sales, "in order," as President Wm. F. O'Neil says, "to make employment more uniform the year round." And second "to provide money which may be loaned to any of the employees in our regular departments who may

be temporarily laid off. This money will be advanced to them through the General Tire Acceptance Corporation, one of our subsidiary companies, so that they may have the equivalent of five days' work each week. As our plant is now operating fully, there will be no need for such loans to our work-

"While we do not expect to take unusual risks, we expect to be able to level off our sales picture by absorbing financing costs during or-

dinarily dull months.

ers at this time.

"Workers who need their wages in winter months to buy fuel, food and shelter will be given more steady employment through the dull winter months through the use of this fund, which will help to absorb interest charges and obtain business at the time when it can be handled to most advantage.

"Last year General Tire workers averaged an income only 9 per cent less than they received during the abnormally busy year of 1929. We hope to be able to maintain their earnings during 1931 at as least as high a point as in 1930.

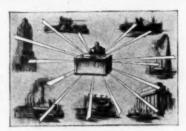
"We do not regard this as a philanthropic move nor do we have any intention of indulging in any crackbrained theories. It is simply a matter of good business. We believe that the saving in plant costs which will result will take care of the sum we have set aside."

To build sales in off seasons or to develop products for off-season sales always requires sane, sound

advertising.

Sound production schedules can't

THE BANKER IS IN YOUR PICTURE!



Don't Forget This Man!

Tell the one hundred millions about your merchandise, but don't forget the BANKER.

1931 will be a good business year for those companies who aggressively and consistently continue their sales and advertising efforts. And it will be a better year for those companies who include in their appropriations a campaign directed at the most important figure in business today—the Banker.

In addition to the purchases he makes for his own bank, the Banker influences the expenditures of every merchant, every dealer and every distributor in his community and the Banker has a definite influence on industry as well, for Bankers are directors or directing heads of 50,000 major businesses.

You can talk to a reader audience of 100,000 bank officers and bank directors through the pages of this, their own publication at a cost of only \$250 a page on a consistent contract. This year of all years be sure that you don't forget the Banker.

AMERICAN BANKERS Association JOURNAL

110 E. 42nd STREET NEW YORK CITY EDITED BY JAMES -E. CLARK

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THE PROOF OF THE



THE MANUFACTURER of a food product who comes into Boston with the idea of applying conventional advertising practice to the city of the bean and the cod is due for a fall.

On the surface, this fourth largest market in the United States looks like any other metropolis. Millions of consumers (nearly three millions of them, to be exact)—thousands of merchants—and several newspapers to carry the advertising message into the homes of the people.

But what are the facts? In reality Boston is two separate and distinct cities. An invisible line runs down this street and across that, divides neighbor from neighbor, encloses a little group here and a larger group there. You can't see this line, but it is as impassable as a twelve-foot concrete wall.

Many forces have contributed to the erection of this barrier environment, sentiment, tradition, dating back to the foundation of the commonwealth. These forces have divided Boston into two distinct groups of population. One of these groups keeps in touch with the world and its merchandise by reading one or more of three of Boston's newspapers.

The other group gets its mental stimulus and news of merchandise from one paper only the Herald-Traveler. It is this group, as proved time and again, which is the backbone of Boston's response to advertising.

The food products manufacturers who year by year successfully conduct advertising and selling campaigns in Boston are those who have recognized this peculiar situation and have used the Boston Herald-Traveler to tap Boston's greatest buying capacity and response.

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UDDING

The following six salient facts prove conclusively the effectiveness of the Boston Herald-Traveler in food advertising:

1-In 1930 the Herald-Traveler led all Boston papers in general food advertising.

2-Total linage was 827,291a total larger than that carried by any other Boston newspaper. In addition the Herald carried nearly half a million lines of chain store and local grocery store advertising.

3-The nation's greatest food products manufacturers tributed to this leadership. Such concerns as General Foods, Inc., Corn Products Refining Company, C. F. Mueller Company, Clicquot Club, Best Foods, Inc., and Canada Dry, have given more linage to the Herald-Traveler than to any other Boston newspaper.

4-The Herald-Traveler has

carried more exclusive food campaigns and has been on more two-paper schedules than any other Boston newspaper.

5-The Herald-Traveler gained 87,654 lines in food advertising in 1930. The second paper in volume lost 99,547 lines, and the third paper in volume gained only 1,552 lines.

6-The Herald-Traveler's total of 827,291 lines included no "special section" linage-nothing but regular schedules.

If the proof of the pudding is in the eating, these six facts cer-tainly are a "mouthful." Without doubt, nothing succeedseven in adverse times - like We invite further insuccess. vestigation.

Figures by Media Records, Inc.

Advertising representative: GEORGE A. McDEVITT CO. New York Chicago

Detroit

Philadelphia



For nine years the Herald-Traveler has been first in national advertising including all financial, automobile and publication advertising among Boston daily papers.

HERALD-TRAVELER

A BETTER YEAR THAN 1929

The vitality and soundness of American enterprises were tested in the year 1930.

THE UNITED STATES DAILY published 10% more lines of advertising in 1930 than it did in 1929.

Because its news is vital to America's Informed Leaders, The United States Daily is accepted as America's National Newspaper the logical medium for national advertising.

And 1931 is starting strong. January just closed is the largest single month in the history of The United States Daily.

ADVERTISING DEPARTMENT

The United States Daily

NEW YORK

WASHINGTON

CHICAGO

for

5, 1931

be worked out without advertising. It would not be difficult to cite fifty specific examples of this constructive and economically sound use of advertising. The kind of advertising which is building these regulated production schedules is hard-boiled shirt-sleeve advertising.

By its very nature it is neither sophisticated, ultra-modernistic, nor so loaded with atmosphere that it lacks selling ability.

It is more likely to have grease from the machines of the produc-

tion department on its overalls, than a highly manicured appearance. The men who know how to produce and talk that kind of advertising are going to have a receptive audience next week and all this year.

For a battle with the grim, wasteful, fear-inspiring evil of unemployment is ahead of America's industrial leaders.

Shirt-sleeve advertising is going to be the heavy artillery of this

Angles on Space Buying

Have Statisticians Been Leading Common Sense and Good Judgment Astray?

By Rossiter Holbrook

General Manager, Nelson Chesman & Co., Inc., New York



Kaiden-Keystone Studio Rossiter Holbrook

ONE of the most important and vital reactions that has made itself felt throughout the advertising fraternity during the last year or so is the rejuvenated interest that has taken place in that division of advertising activities termed "space buying."

I don't know that I have ever seen a better example of that adage, "History repeats itself," than in this rejuvenation of one of the fundamentals on which advertising agencies were originally founded. Years ago, before the Audit Bureau of Circulations was created, the space buyer of an advertising agency was the heart throb of the organization. In many cases he was either the "chief" or one of the highest paid employees. He was a shrewd barterer. He had to be, because in those days it was truly a case of caveat emptor. He didn't buy space for clients—he bought it to sell to clients.

In my own organization, back in the days of Rowell and Chesman—the same Rowell who started Printers' Ink on its eminently successful career—space was purchased with barrels of wood type from which the newspapers were printed, and the agency purchasing the space gambled on selling it to a client. Later there was a gesture toward circulation statements which were properly discounted by the expert space buyer.

Then, the advent of the Audit Bureau of Circulations, an organization which I believe has done more for the stabilization of advertising than any one other step that has ever been undertaken.

It had its disadvantages, however. It soothed the agency and advertiser into a feeling of security that tended to remove, in their eyes, the necessity for a highly trained space buying organization,

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and it was left to minor employees, who had little knowledge and less experience in this field of endeavor to suggest to account executives the media to be used, in many cases spending hundreds of thousands of dollars. They could compile figures from A.B.C. reports and that was all that was necessary.

This was followed a decade or so ago by the genus statistician, who began telling us how many blondes under sixteen years old there were in families reading certain media, or how many tubes in

each family's radio.

The advertiser and the agency then started to realize all over again that this matter of space buying is worthy of serious thought. I fear there is a grave possibility that the statistician has been leading common sense and good judgment astray. However, from the conversations and reports that filter in to me from the space selling world, advertisers and agencies have "gone space buying" again to such an extent as to have major executives head this division of activities.

Undoubtedly this condition has been speeded up by tight money and poor business, necessitating a more careful accounting of the returns derived from every dollar spent, eliminating to a great extent those wild shots in the dark with advertisers' money - shots sometimes hit the mark, but all too often were wasted in thin air on a circulation that may have reached expensive blondes, but at whose

expense no one knows.

J. H. Brundage with Reading Paper Mills

James H. Brundage, formerly with the Detroit Free Press and, before that, with Stair-Jordan-Baker, Inc., and Evans-Detroit Free Fress and, before that, with Stair-Jordan-Baker, Inc., and Evans-Winter-Hebb, Inc., both of Detroit, has joined the Reading Paper Mills, Reading, Pa. He will headle the company's sales promotion in the Middle West, with headquarters at Chicago.

Ray G. Maxwell Adds to Staff

R. J. Cook and C. J. Jones have joined the selling staff of Ray G. Maxwell & Company, Inc., publishers' representative, New York. Mr. Cook will represent Radio Digest, New York. Mr. Jones will represent the National Aeronautic Magazine, Washington, D. C.

Are Some Big Bankers Too Selfish?

R. B. DAVIS COMPANY HOBOKEN, N. J., JAN. 24, 1931.

Editor of PRINTERS' INE:

I consider the article by Roy Dickinson in the January 15 issue of PRINTERS' INE "Big Bankers and Big Management," so far abead of other articles on the same subject that there really isn't any comparison. You have my most sincere compliments relative to its logical thinking and writing.

cal thinking and writing.

This article should be printed in every newspaper and every magazine throughout the entire country. Furthermore PRINTERS' INK should send a reprint of it to every so-called big banker and big business man in the country. Even a big banker can be foo selfish—too great a captain of industry. Even that great captain of war, Napoleon, ended his life on a lonely island.

Do it again. Business needs many, Do it again, many similar articles. S. E. Van Wie, Advertising Manager.

Things for Mr. Wiggin to Think About

SEARS, ROEBUCK AND Co. CHICAGO, JAN. 26, 1931.

CHICAGO, JAN. 25, 1931.

Editor of PRINTERS' INK:

I have read the very interesting article by Roy Dickinson, "Big Bankers and Big Management," appearing in the January 15 issue of PRINTERS' INK.

While I know Mr. Wiggin and believe he is a banker of great ability, I think Mr. Dickinson correct in his analysis. Certainly it would be fatal to our prosperity if salaries and wages were lowered. I also think that capitalism will have to solve the unemployment problem.

R. E. Wood,

President. President.

There Is More to Business Than Dividends

WATKINS GLEN, N. Y., JAN. 21, 1931. Editor of PRINTERS' INE:

Editor of PRINTERS' INK:

Among the many magazines, trade
papers and journals at my disposal, I
find PRINTERS' INK the meatiest of all.
Being president of the Citizens National
Bank and Whiting Plover Paper Company of Stevens Point, Wis., the article
which appeared in the January 15 issue
of PRINTERS' INK written by Roy Dickinson and entitled "Big Bankers and
Big Management" appealed to me as
most illuminating and evidencing good
sound judgment to which I fully subseribe. scribe.

scribe.

If only there were more unselfish thinking business men to give consideration to something constructive besides their personal dividends what a happy and prosperous nation we would be.

E. A. Oberweiser.

The Maumee Color Company, Maumee, Ohio, maker of food coloring materials, has placed its advertising account with the Campbell-Sanford Advertising Company, Toledo, Ohio.

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1931.

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Mauloring g acdverThis message—addressed to the business men who will underwrite 1931 advertising—appears in the current issue of The Business Week.

MEN LIKE YOU CAN ORDER THE IMPOSSIBLE...AND GET IT

A YEAR AGO you gave us a big order! But, that was nothing new to you. You, and the other business leaders of America, are used to issuing big orders.

In THIS CASE, however, you seemed to ask the impossible . . . a weekly index reflecting the whole of our business fabric. Monthly résumés were too slow for your needs; weekly figures of specific fields too fragmentary. You wanted the status of the entire week's business expressed in a single, dependable figure. You got what you needed . . . and, you will continue to get this weekly index exclusively through the "Index" on the front cover of The Business Week.

HOW THE TRACING of business trends was speeded up four-fold...how the first weekly "Index" was constructed is an interesting story. Step behind the scenes.

IN THE FIRST PLACE, the basic formula was evolved by combining weekly data in eight major fields of business and industry.

But these weekly figures had first to be studied, analyzed, adjusted against a background of other figures reaching back as much as fifty years into the past. Thus, the now familiar "Index" was, to all intents and purposes, years old before you first saw it. In that way the final computations brought forth an index figure that takes account of seasonal variations in trade and basic production; the steady growth of business from year to year; even allows for the effect of holidays on the volume of business.

TIME AFTER TIME, the accuracy of The Business Week "Index" has stood up under most stringent examination. But the surest test of its correctness is its continued acceptance and use by you men who direct American business.

THIS FACT should be significant to you as an individual. It means that the "Index" is a definite gauge to the class of readers meeting here in these pages with you. It means that you can place your business and your products before them, through the advertising pages of The Business Week, sure of a good hearing and sympathetic understanding. The Business Week alone reaches this group—without waste and at nominal cost.

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9 SQUARE INCHES OF EVIDENCE

YOUR DESK isn't bombarded with expensive charts or reprints of bombastic ads from The Business Week. We feel that the most accurate gauge of this publication's readership is the little 9-inch rectangle on the front cover—the "Index." Here are 9 square inches which cost a small fortune to produce . . . nine square inches of concentrated fact useful only to the real leaders of American business.

A CAREFUL STUDY of the editorial contents of a single issue and your own good judgment will tell you what type of business men read The Business Week.

BUT...if you want specific facts to support your own judgment...drop in at our Circulation Department. Scan the galleys—all or any part of the whole list—note the names, addresses and business connections of subscribers. No more eloquent testimony can be offered by any publication.

THE BUSINESS WEEK

McGraw-Hill Publishing Company, Inc., New York

What the Chain Stores Think of Manufacturers' Display Material

Executives of Chains and Voluntary Chains Tell What Kind of Display Material They Will Use, and Why—Seventeenth Article of the Chain-Store Series

By M. M. Zimmerman

WHAT is the attitude of the chain toward dealer helps? Will the chain accept the manufacturer's display material, and under what conditions? Do all chains demand compensation for such cooperation, and are they justified in their demands? Is the type of dealer-help material usually offered by manufacturers acceptable to chains?

We find the chains' attitude toward dealer helps confusing and conflicting. It usually depends on the chain's own merchandising policy, its attitude toward the manufacturer's product, how much actual profit there is in it for the chain and to what extent featuring it will attract other business to the store. Its value to the chain may be in using it as a special, or a so-called "manufacturer's leader," or it may represent a real profit

item. The way the dealer helps are presented to the chain is also a contributing factor in the success or failure a manufacturer may have with his dealer helps. For this reason it is almost impossible to lay down general rules or make definite suggestions on the best methods of approach, unless we discuss the viewpoints of a number of the leading chains and manufacturers.

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In the food field, as a rule, chains are open to reason, but will try to obtain some form of compensation, either in a price reduction, free goods or a definite price for the use of their windows. The price ranges from 50 cents to \$1 per window for one week's display. For this consideration the chain will display a lithographed cut-out, which it will use for a background, displaying its regular



Window Trim Instruction Cards Similar to This One Are Sent to All H. C. Bohack Store Managers Each Week to Guide Them in Arranging Their Displays

Display the

r helps is also success er may 8. For a possible r make ne best ess we number anufac-

a rule. out will f comreduce price 78. The to \$1 's dison the for a regular

merchandise in the foreground and setting the background in such a position that it either ties up with the entire window display or stands out conspicuously.

Cigarette manufacturers been keen to obtain the use of the chain grocery store windows and pay for the use of them. One chain states that it could tie up its windows for fifty-two weeks of the year with cigarette displays in every one of its stores, but while the chains have granted their use to several of the well-known cigarette brands, they are not so keen about it because it does not exactly fit in with their regular line of products.

Willingness to Pay Is Not Always Sufficient

Even though the chain may be receptive to such dealer helps and even if the manufacturer is willing to pay for this co-operation, it is not always sufficient. To begin with, the product must have a sale in the stores and must also show some

Then again, the display material must be prepared in such a manner that it can be handled quickly and conveniently. One of the large national chains whose policy is favorably disposed toward dealer helps, finds that the manufacturer in most instances prepares his dealer-help material more from the standpoint of moving his own specific merchandise rather than planning it to assist the other products on the dealer's shelves as well.

"To illustrate what we mean," it stated, "we believe that the Kellogg Company, Pet Milk and Knox Gelatine Company are turning out advertising material that is really beneficial to the dealer. The Kellogg dealer helps are trying to sell the canned fruits in the store along with cereals. Pet Milk and Knox Gelatine also are featuring other merchandise which is necessary to use with their own products."

A Western chain, which favors dealer helps, offers the manufacturers a definite advertising service that involves only the actual cost of the service. "We offer the man-

ufacturer a complete tie-up with newspaper and poster advertising, window display, counter display and distribution of advertising matter for which we make a charge," states this chain. "In no case, however, does our charge exceed the cost of this service to us. fore accepting such dealer help material, we scrutinize it closely and will undertake the display and distribution of this material only if it is in accord with our policy and not in conflict with merchandise already in our establishments that

we wish to promote."

A Middle Western chain, which is not so keen about extending this co-operation, but is willing to use such counter displays, booklets or any of the other dealer helps on merchandise which it stocks, states it charges \$1 per week per window. The reason for this chain's reluctance to extend such co-operation, is that it feels that manufacturers in many instances are too anxious to suggest low retail prices on their goods. An executive of the chain finds that the manufacturer takes the attitude that because he advertises nationally and creates a certain demand for his product, it is the dealer's duty to help him in every possible way to stimulate that demand, even if it is necessary to sell his product on "This is parstarvation margin, ticularly true of cereal manufacturers and some soap companies," "It is the low profit he claims. on nationally advertised merchandise that forces us to withhold whole-hearted co-operation. Competition between retailers chains is responsible to a very great extent for this low-price condition, but instead of discouraging such practices, many manufacturers encourage the use of their

goods for price-leader specials."

A well-known chain of the higher type, which caters especially to a "class" trade, is greatly interested in dealer helps of manufacturers, especially if they are tied up with full-page advertisements in national mediums. This chain will feature the copies of these full-page advertisements on its windows and tie them up with cut-

"The only thing constant an



De Witt Clinton, first York, first trip Aug., 1831 age speed 15 miles per H

CUBLICATIONS must progress or reader interest wanes. Successful editors know this and constantly revise their editorial formulae to meet the fastchanging tempo of to-day.

THE ELKS MAGAZINE has made certain editorial changes which we believe will be of interest to readers and advertisers.

Henceforth, every time the reader turns a page he sees something new to attract his attention.

Editorial layouts have been re-designed featuring big smashing illustrations and photographs.

New monthly departments added are, "THE MONTH IN WASHINGTON" by David Lawrence, Publisher of United States Daily, Men's Styles by Schuyler White, formerly of Vanity Fair, a cross-word puzzle, a "What's Wrong With This Pic too W

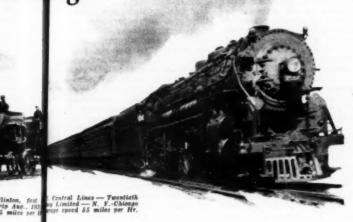
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THE David Men's Fair, This Picture" by Herb Roth, pages of humor and cartoons, a new Sport Make-up, contributed by Joe Williams of the Scripps-Howard Newspapers and a spread of radio personalities with questions and answers edited by Gladys Shaw Erskine.

With a knowledge gained in over ten years of personal contact, we have found the 800,000 reader-owners of The Elks Magazine to be a cross-section of America's preference in literary taste. We know the improvements we have put into effect will meet with their enthusiastic approval. We hope it will meet with yours.

The Elks
Magazine

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out or counter display in its window or on its counters.

A New England chain which is always ready to consider any form of dealer-help co-operation, states that it must be only on merchandise that is in general demand in its territory. This chain has arrangements with many manufacturers to display their products in the windows of all its stores, a specific number of times during the year. This is tied up with its daily newspaper advertising, circulars

and special posters.

One chain in the New York metropolitan area that uses a considerable amount of booklets, recipe folders and package inserts, always suggests to the manufacturers that the address of each individual store be imprinted on these folders. Several hundred of these folders with the imprint of each store are supplied to each store with instructions to place them in customers' packages. This chain will also accept the large cardboard pictorial panels and cutouts that it uses in the center background of its window displays. These remain on display for one full week and the usual charge is \$1, although occasionally this chain will carry a background without charge if it happens to be so striking that it will command special attention.

Most of the manufacturers' display material is acceptable to the chain that accepts this form of cooperation, and the chain will use it provided it does not clutter up its stores or conflict with the general display of its windows. One chain suggests that it would be frequently convenient if some of the window pasters were made on thin cardboard, suitable for a counter or wall display. The advertising manager of this chain claims this is the most practical type of sign to be used for both the window and interior. For those chains that devote one window to vegetables or meats which are removed every Saturday night, some manufacturers have made a special window display to be used by the chain over Sunday. Such displays, however, must be made durable. They must also be compact so they can

be easily put aside. One manufacturer uses a thin linoleum roll that can be washed and kept clean.

Of course, all chains do not accept this co-operation so freely. Many follow their own ideas and they even go so far as to make their own displays. "Our stores have their own identity," one officer stated, "and do not propose that they shall be made into merely distribution depots for the manufacturer's products. We expect people to buy merchandise from us because of our service and dependability. It is our observation that the miscellaneous display of manufacturers' window trims and interior decoration material tends to clutter up the appearance of a retail store and confuses its own individuality and identity. I have long felt that if the money wasted in so-called dealer helps were intelligently applied to the reduction of manufacturing costs and the purchase of really constructive advertising, the consuming public would be materially better off.

Actual Goods Are Displayed

"We feel so strongly upon this matter of keeping our stores and markets free from the cluttered-up appearance brought about by miscellaneous 'advertising displays' that we even forbid our own manufacturing departments to produce and distribute this matter in the stores except in a very limited way. Our customers frequently comment upon our practice of keeping our stores filled with the actual merchandise, attractively displayed. convenient to their selection and economically priced, instead of using valuable window, counter and floor space for advertising displays of questionable merit. We believe that the manufacturer profits far more by having us display the actual merchandise in our stores, in an attractive manner, than would by having a lot of display material in these valuable spaces.

One of the large mail-order chains maintains its own display shop where it produces all its window and counter displays. have quite a large organization devoted to making what is ordinarily Feb. 5, 1931

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the mail-order chain executive. "We have used the manufacturer's display material in some instances, but not frequently. In a number of cases our display organization has co-operated with manufacturers in the development of displays. Many of our sources have not until recently been selling direct to dealers. Consequently, they have not been able to give us just the kind of displays we need. In other instances we are selling nationally advertised merchandise, but we do not display the manufacturer's name and do not use his display In the drug field, chains were

known as 'dealer helps,'" stated

among the first to appreciate the selling value of their windows and counters. Years ago they placed a definite sales value on their windows, which they compelled the manufacturer to pay for if he wished to utilize. The chain drug store feels that the manufacturer cannot get window and counter displays in its stores just because the chain handles his products.

"Our window and interior displays cost us a large amount of money," stated the president of one of the important chains. "By this I don't mean to say that we must be paid in cash for every display. Sometimes we will display a loss-leader item because we want to stress price for competitive purposes. But generally speaking, we make displays and give sales efforts to merchandise, which for some reason or other it is to our advantage to sell. You can see at once, however, that when we are selling a nationally advertised article at cost or a few cents above cost, there is no reason for our displaying such item in any way, especially if we have an item of equal or superior merit upon which we can make a living profit."

In the tobacco field the window and counter display forms an important part of the merchandising policy of the chain. The chain, as a rule, features only those products it may be directly interested in, or is receiving definite compensation to feature. The manager of a progressive chain tobacco store stated:

"Every manufacturer is very anxious to utilize the sales possibilities of the chain's windows and counters. When one sees the products of a manufacturer prominently displayed in the store's windows or on the counters, it is being paid for in one form or another, either in a special discount or in an extra free goods allowance. Usually, however, it is in the form of a trade deal with a free goods allowance. When you enter a chain store and ask for a certain brand and the clerk starts to dig deep in some corner of the store for it, it means that the manufacturer is not coming across with the socalled co-operation."

In the five and ten-cent store field, chains do not, as a rule, use the manufacturer's dealer helps, principally because they have no room for them. The layout of the store and the policy pursued in featuring special merchandise in the windows does not permit the use of dealer helps. Every counter space is figured as worth a definite sum, and only merchandise can be displayed on the counter. Only in special cases will the chain allow a sign or a piece of display material in its window, but it is usually on an item that has a tremendous sale in its stores and is being specially featured. In cases where the chain does permit the manufacturer the use of a piece of display material in the window, it must be made up in accordance with the specifications of the chain.

In the shoe, clothing and haberdashery fields, as a general rule, the dealer helps of the manufacturer are not freely used. Only in instances where display material is so fine and has an appearance of ultra-elegance will these chains use it in their windows or on their counters. Several manufacturers, however, have developed a type of window card, or counter display possessing the appearance of indi-viduality that has met with favor among chains. They will not accept the large cutout usually used in the drug, food and tobacco fields, but want cards that resemble hand lettering and have the appearance of being made for the merchant himself.

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THE EVENING BULLETIN REACHES 91% OF THE



You can't sell to prairies at a profit

Sales can't be figured on a square mile basis. Some of the richest land in America houses only a handful of people per acre.

Many a city office building holds more consumers than any one of a thousand towns can boast.

You can't sell to prairies at a profit; you can't scatter advertising now, with the lavish hand of boom times, and show a net profit on the balance sheet.

Compact groups of consumers, in great metropolitan centers, are today's fertile soil for sales cultivation. The vital force of newspaper advertising provides the profitable way to reach them. HOMES IN PHILADELPHIA'S BILLION DOLLAR MARKET



And among great city markets, Philadelphia stands out . . . with one newspaper—The Philadelphia Bulletin—giving the *greatest* coverage at the *lowest* cost of any great market in America.

Ninety-one per cent. coverage of 572,600 homes is its own testimony of reading interest. Sixty-five cents a line is its own answer to advertising cost.

The Philadelphia Bulletin, in 1930, went on to a new high peak of 560,855 net paid sales every day.

1931, in Philadelphia, presents no obstacle that a good product, intensively sold and intelligently advertised, can not overcome.

THE EVENING BULLETIN

WILLIAM L. McLEAN, PUBLISHER

PHILADELPHIA

New York Office . . 247 Park Avenue Chicago Office 333 N. Michigan Avenue Detroit Office . 321 Lafayette Boulevard San Francisco Office . 681 Market Street

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Now a word about the voluntary chain's attitude toward dealer helps. R. E. L. Williamson, managing director of Ure Druggists, Inc., the largest chain of independently owned druggists in the world, operating a system of independent druggists from coast to coast, believes that a large percentage of the manufacturers' dealer helps finds its way to the trash bin. W. K. Hunter, vice-president of the Independent Grocers' Alliance of America, is of the personal opinion that a great deal of the money spent by manufacturers for window and counter displays each year is wasted. H. S. Post, manager of the Federated Stores, a division of Butler Brothers, finds that the difficulty with most of the prepared window and counter displays offered by manufacturers, is that they do not fit into a regular basic stock program. Sidney Carter, manager of the Service Department of Rice-Stix, wholesale dry goods merchants, believes that while dealer helps furnished by manufacturers may meet some of the dealer requirements, there is a great deal of waste. Another voluntary chain, that concentrates on its own brands, does not display the manufacturers' displays because its effort is to concentrate on its own brands, and all it asks from the manufacturer is the best possible price on the product itself.

Mr. Williamson, mentioned above. believes that while a very large proportion of the material sent out by the manufacturer is highly suitable for the retailer, of a very high character and well liked by the average merchant, nevertheless his experience has convinced him that the manufacturer, to get his material displayed in windows to a worth-while extent, must arrange to have it placed in the windows, either by his own men or by a local trimming organization. "While this is an additional ex-pense," he stated, "I believe in the end it will not only save the manufacturer money, but bring him real results from this important medium of advertising. I have always been convinced that window displays are the most productive advertising mediums a manufacturer can buy. The cost of the display plus the compensation for the use of the window space plus the cost of putting the display in the window when compared with the cost of other advertising, taking into consideration the actual sales made, will show more sales per dollar spent than any other advertising that a manufacturer can buy."

Mr. Hunter of I. G. A. stated that recently an important part of their series of eight conventions, which were held in various sections of the association's territory, was devoted to coaching members not to permit representatives of manufacturers to send signs and displays of various hues and color.

You, of course, understand," he stated, "that this was not done because of any lack of desire to cooperate with manufacturers. In my opinion, the quickest way to ruin the appearance of a nicely remodeled store is to plaster up a lot of signs and displays. Even with strictly independent grocers -stores with no affiliation to any organization-it is a common practice for a manufacturer's representative to leave these displays with the merchants to put up later and they usually go in the ash can-but the salesman reports another store using the material.

"You can readily understand then, that it is necessary for the I. G. A. to carry on a definite, regular advertising and merchandising program, just like the centrally owned chains. This includes newspaper advertising, direct-mail advertising, window posters, window trims, etc. From a merchandising standpoint it is again necessary that the items displayed in the window each week be the same identical items that are advertised in order to get this tie-up. The items on the window posters are some of the same items that are in the other advertising. For this reason, a manufacturer's regular display material does not fit in with this program, unless it is custom built for us, and planned at headquarters to tie in with our plans.

"The day has arrived when the advertising and merchandising departments of manufacturers must er can y plus ise of cost of

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necessarily work in close co-operation with the merchandising and advertising departments of various distributing organizations. The advertising material now being produced by manufacturers is not suitable for I. G. A. dealers' windows. The I. G. A. is prepared to co-operate with manufacturers. either in local sections or on a na-tional basis. There is no set rule or condition for this co-operation each specific case is arranged, if there is a possibility of doing so. when the manufacturer calls at our office."

This sums up the discussion of dealer helps from the chains' and voluntary-chains' angle. The next article will describe the experiences of the manufacturers and tell how some of them are meeting with success with their dealer helps.

Southern Publishers Approve Rate Definition

The board of directors of the Southern Newspaper Publishers Association, at its mid-winter meeting held at Chattanooga this week, unanimously approved the report of its special committee on local-national advertising, with some slight alterations in the language used in the original draft. The changes only served to make it plain that the association was not setting up any arrangement.

served to make it plain that the association was not setting up any arrangement which might be charged as a combination in restraint of trade.

The report adopts the definition of retail and general advertising proposed by the Association of Newspaper Advertising Executives and endorsed last summer at the annual convention of the Southern Newspaper Publishers Association. It makes some suggestions about the standards of practice for merchandjsine national advertising.

In addition to action on the news-

In addition to action on the news-paper rate question, the directors urged the legislative committee to continue its activity in clarifying the rulings made by the Post Office Department on lottery advertising and to continue the efforts to bring radio lottery advertising under the same regulations.

Approval was given to the dates for the annual convention which will be held at Asheville, N. C., on June 29 and 30 and July 1.

General Foods Acquires Dunlop Milling

The General Foods Corporation has formed a new subsidiary, the Dunlop Milling Company, Inc., which has taken over the name, brands, trade-marks and properties of the Dunlop Milling Company, Clarksville, Tenn. The Dunlop company will continue the production of Dunlop brands, distributed principally in the Southeast.

Commerce Department Pushes Drug Store Survey

HE Bureau of Foreign and Domestic Commerce has completed preliminary plans for the national drug store survey which it is to conduct. The survey is to be made in St. Louis, Mo.

Fifteen drug stores were chosen in that city and from them ten of the most representative pharmacies, including two chain units and one country store, will be chosen for study. The actual work of inventorying these stores for the purpose of the survey is scheduled to begin about April 1.

A fund of \$50,000 is being raised by drug and allied interests as their contribution to the work of the drug store survey. Commerce Department is conducting this survey with the active cooperation of the National Drug Store Survey Committee, which represents thirty trade associations in the drug and allied fields.

Will Assist Northwestern Students in Vocational Guidance

dents in Vocational Guldance Albert D. Lasker, chairman of the board of Lord & Thomas and Logan, Inc., and Edward H. Gardner, of the J. Walter Thompson Company, Inc., have been appointed advisors for the advertising business in a new vocational council which has been established by Northwestern University, Evanston, Ill. The purpose of the council is to assist students of the university in finding the line of business for which they are best suited and to prepare and develop them for that line. for that line.

Woolworth Reports 1930 **Profits**

The F. W. Woolworth Company re-The F. W. Wootworth Company re-ports a net income for the year ended December 31, 1930 of \$34,736,250, com-pared with \$35,664,252 in 1929. At the end of 1930 there were 1,881 stores in operation, compared with 1,825 at the operation, corend of 1929.

New Business at Los Angeles

Roy F. Irvin, formerly vice-president and general sales manager of Young & McCallister, Inc., Los Angeles, direct advertising, has opened an advertising business at that city under his own name. Offices will be located at 629 South Hill Street. He was, at one time, merchandising manager of Buckley, Dement & Company, Chicago,

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Which Five Values Make the Strongest Hand?

Every advertiser has definite reasons for selecting certain publications. There are scores why The Farm Journal is selected. Here are just 28 of the many that we hear about.

Now you are skilled in analyzing magazine values. Tell us the five qualities of The Farm Journal which best indicate its advertising value, either some shown here or others. The person sending the best *hand* wins \$100.

Here Are the Rules

- (1) Name the five qualities of The Farm Journal which most strongly indicate its value to advertisers, either those shown here or others. Call the strongest your "Ace"; second, "King," and so on.
- (2) The person sending the hand which is considered by the judges as containing the five strongest qualities and best arrangement, wins the \$100 prize.
- (3) A double-deck of fine playing cards will be given for each of the next best 50 hands.
- (4) Duplicate prizes will be given in case of ties. Only one hand may be entered by one person. Send hands on your business letterhead. Employes of The Farm Journal may not compete. The contest closes February 21, 1931.

A Contest of Good Advertising Judgmen

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Tell

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he Winning Hand!

Some Most Valuable Points to Advertisers

- Brings most sales per advertising dollar spent.
- ? Uses no premiums or contests for subscriptions; has no arrearages.
- 3 Has largest proportion of farm owners among farmer subscribers.
- Produces most inquiries on representative lists of accounts.
- 5 Has largest R. F. D. circulation ever attained by any publication.
- Is the recognized leader in farming progress and farm living.
- 7 Gives long life to advertising copy.
- Best class of farm people attracted by high editorial quality.
- Knows what farmers want and need and how to tell it to them.
- Triples advertising influence since read by entire family.
- Its articles are brief and boiled down—expensive but popular.
- 2 It recognizes farming as national, not sectional or regional.
- Circulation is sold to farmers in the best farming sections.
- Is editorially sound, never controversial, always constructive.

- 15 Offers greatest coverage in the greatest under-covered market.
- 16 Is edited not for town or city folks but 100% for farm families.
- 17 Has a quarter million more farm subscribers than any other.
- 18 Reaches the most prosperous and progressive farm families.
- 19 Specializes on diversified farming which has made prosperous readers.
- 2() Offers the largest farm woman audience.
- 21 Is modern, inspiring and uplifting as well as instructive.
- 22 Appeals to the pride of farm people through its fine appearance.
- 23 Available at lowest advertising cost per farm family reached.
- 24 Its national prestige attracts outstanding writers; newest features.
- 25 Has won the loyalty of farm folks due to service rendered.
- 26 Establishes the standards for other national farm magazines.
- 27 Builds prestige for advertisers in farm homes.
- 28 Reaches a market not covered by any group of general magazines.

The Farm Journal

230 WASHINGTON SQUARE, PHILADELPHIA

A Space Buying Plan That Saves Publisher's and Agent's Time

It Eliminates Casual Calls and Gives Proper Attention to Productive Solicitations

Based on an Interview by C. B. Larrabee with

J. A. Vessey

Secretary and Head of Media Department, Kenyon & Eckhardt, Inc.
(Advertising Agency)

RECENTLY a large account changed advertising agencies. On the day after the change was announced, the agency that had secured the account received sixty calls from publication representatives before noon. Twenty of these callers asked for the same man, a man who it was rumored was to be the executive on the new account.

This same agency estimated that it receives an average of eighty callers a day, a large proportion of them publication salesmen.

Another agency reports that the average number of callers per day to see media men is as follows:

Still another agency reports that it has received as many as 204 visitors in a day and that 170 of these were sellers of advertising space. Several other agencies report a daily average of between thirty and thirty-five visitors who are selling space.

A comparatively small agency secured a comparatively large account. During the first week after the account was secured 103 publication representatives called. Dur-

the account was secured 103 publication representatives called. During the first three days of the fifth week calls were still maintaining an average of more than twenty a day, all calls being with reference to the single account.

To the average outsider those figures will probably seem astounding. To the agency media man and account executive who have tried patiently to see as many callers as possible, and to the space salesman who has spent many

precious hours parked uselessly in agency reception rooms, they will seem almost conservative. They represent, coldly enough, one of the great wastes of time and effort now present in the complex scheme of distribution. Fel

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Obviously such a situation has called loudly for remedies and several plans have been devised to allay the waste and confusion attendant upon the buying of space. One of the most recent has been put into effect by Kenyon & Eckhardt, Inc., New York advertising agency.

"We had, of course, realized for some time the wastefulness of established methods of buying space, said J. A. Vessey, secretary of the company, and head of the media department of that agency. "In many ways, space buying has made marked strides during recent years. It has become a much more scientific practice on the one hand and, on the other, a much more human practice. No longer does the average space buyer make up his lists solely on the basis of figures, with no regard to editorial content, reader responsiveness and other important factors. buyer of today is better equipped than ever before to make an understanding analysis of figures and other data placed before him.

"However, we have not been satisfied with the situation brought about by the methods of selling space which have seemed to be almost incurable although highly unsatisfactory. Fortunately, the just-dropped-in-to-say-hello call has been on the wane. The good space salesmen make fewer calls and call only when they have something to say. Their presentations usually give a clearer pic-

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ture of what the space buyer wants to know than the presentation of ten, or even five years ago.

"The fact remains, however, that there still is a great amount of time wasted for both publication man and agency man under the average system of buying space. There has been a great deal of duplication of effort brought about by the space salesman's idea that he must call not only on the agency media department, but also on the account executive and on the client. There are far too many purely casual calls. Finally, there is the almost overpowering rush which occurs at the time that schedules are being made up.

"We decided that we needed a system which would conserve the time of publication representatives, conserve the time of members of our own organization, and at the same time facilitate the presentation of pertinent facts to our or-

ganization.

"We worked out a tentative plan in our own minds and then held two conferences with publication representatives. In the first conference, we briefly outlined our own observations and had the pubrepresentatives outline theirs, and offer their own remedy. In the second group meeting, we discussed the deductions of the first meeting and obtained more definite and specific suggestions. Be it noted here that our guests at these two meetings, held early last fall, were selected to provide a representative cross-section of the various types of magazines. From these conferences we worked out our final plan which we have now put into effect for an experimental period of one year.

"The details of the plan are comparatively simple. They are based primarily on our realization of the fact that any successful plan would have to be as nearly 50-50 as possible. It would place certain obligations on us and certain obligations on the publisher.

"The first principle of our plan is that all media contact with our organization should be through the department established for that purpose, the media department. The second principle is that publications should have the opportunity to make presentations before account executives and contact men under the auspices of the

media department.

Because casual calls are usually time-wasters for both the representative and the agency decided that they should be discouraged as much as possible. Therefore, all casual callers are announced by the reception clerk to the media department which answers through the reception clerk with definite information wherever possible. The fellow who drops in to say 'Hello,' now has to say it over the reception room telephone. If a representative does have some worth-while information he can explain this over the telephone to the media department which usually makes an appointment for a later call. Only occasionally can the casual caller make a personal contact. We have worked out our procedure, in printed leaflet form, a copy of which has been sent to each publisher and his representative. A copy is also being pre-sented to each casual caller by our reception clerk.

"This does not in any way interfere with our getting needful or helpful information. Instead of making a casual call, the space salesman can write a letter, telling in brief what he has to offer, and asking for an appointment. As a rule, much of the information which is presented by the casual caller might much more effectively be presented by a letter that can be filed for reference when needed.

"Under our present system, all media department calls are made by appointment, which can be set either by telephone or letter. This allows the media department to schedule its own time more efficiently and, in such cases as call for the participation of account executives or contact men, to arrange an appointment convenient to them, to the media department and to the salesman.

"We are very careful to impress on space salesmen the necessity for giving us an idea of the time to be taken by an appointment. We do not begrudge a lengthy appointment if it is excusable. What we



FANCY OREGON BROCCOLI CAREFULLY GRADED AND PACKED AND SHIPPED IN CARLOAD LOTS.

WASHINGTON IDAHO-OREGON

PRODUCE

NATION'S 3 APPLES

NATION'S WOOL

NATION'S SHEEP

NATION'S WHEAT 10

NATION'S **POTATOES**

NATION'S CONDENSED 12 MILK

\$86,000,000 Dairy Product \$58,000,000 Poultry-Eggs \$225,000,000 Live Stock



COWLES PUBLICATIONS

SKILL

One Reason Whym Washington Idad 41% Greater The Ho



WASHINGTON EGGS BEING PACKED IN CARTONS -- CARE GRADING AND PACKING RESULT IN HIGHER PRICES I THE POULTRY BREEDER.



NORTHWESTERN BROILERS ARE PACKED TO CATCH THE BUYER

Thoroughly Cover This Fed Far ONE ORDER, ONE ONE

THE PACIFIC NOR

THE WASHINGTON FARMER, THE II IER,
Reach 7 out of every 10 Family grow
General Offices: Spokane, Wa Office
Advertising Representatives: Associated New York

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. 5, 1931

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> RCHARDISTS, poultry breeders, market gardeners and general farmers of Washington, Idaho and Oregon have govered that careful grading and an atctive package greatly increase the returns their products.

Consequently, fruit, vegetables, poultry, and other products from these states immand a premium in the great markets. It is one reason why the five-year average in receipts of Washington, Idaho and Orea farmers (1924-1928) were 41% greater in the nation's farm average, according to present the U.S. Department of Agriculte. Other reasons are the larger number of the per farm cultivated in Washington, tho and Oregon; the greater use of laboring machinery in these states; the advangus climate, fertile soil, and wide-spread actice of irrigation.

How to grade, pack and market their varied iducts to best advantage are among the me-state problems dealt with fully and horitatively by THE WASHINGTON ARMER, THE IDAHO FARMER and HE OREGON FARMER. This valuable vice can not be and is not given by papers ich divide their attention among 48 states.

MAXIMUM CIRCULATION AND INFLUENCE!

The localized home-state services adered by THE WASHINGTON IRMER, THE IDAHO FARMER and IE OREGON FARMER account for the that they reach and influence 7 out of my 10 farm households in their highly ored states.

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, THE II IER, THE OREGON FARMER very 10 Fa mitgrowers in Their States okane, Wa Offices: Seattle, Portland, Boise Associated New York, Chicago, San Francisco



PACKING PERFECT CHERRIES AT KENNEWICK, WASHINGTON.

WASHINGTON IDAHO-OREGON

YIELD
MORE
POTATOES
PER ACRE

52% MORE WHEAT PER ACRE

53% MORE HAY PER ACRE

65% MORE BERRIES PER ACRE

134% VEGETABLES PER ACRE

200% MORE APPLES PER ACRE

33% MORE MILK PER COW

25% MORE EGGS PER HEN

THAN NATION AS



The Spokane Country—102,247 urban families. The Spokesman-Review and Spokane Chronicle, circulation 95,000 (86% UNduplicated.)

do wish to avoid is the man who asks for five minutes and then takes twenty-five.

"Obviously our system would be unfair if representatives were kept in ignorance of those periods whenwe are preparing schedules for accounts. Therefore, we pledge ourselves conscientiously to keep representatives advised far enough in advance as to the time when schedules come up for consideration so that they will not be forced to prepare hurried solicitations nor to present them in too short a period.

"One objection that might be brought against this plan is that we may often neglect the salesman who really should get his publica-tion on our lists. We have taken care of this by emphasizing the importance of between - schedule

presentations.

"Every experienced space buyer knows how often he is approached by a salesman who is trying to sell space in a medium which by no stretch of logic can possibly be considered suitable for the account under consideration. Far too many publication sales managers send out their men on forlorn hopes. With this type of selling we have little sympathy.

"On the other hand, it is quite possible that there are certain media which are logical buys for certain accounts but may be overlooked. Also, there are instances where a certain medium which is first choice during one year, drops into second or third place the next year. In fairness to ourselves and to our clients we should know about such situations.

Therefore, we have adopted a special policy toward betweenschedule calls. We tell the sellers of space that we shall be glad to entertain constructive suggestions or receive new information about publications at any time during the year. We request that this information be presented by letter wherever possible-but gladly give appointments when the salesman has shown that his information deserves special consideration.

"In those periods between schedules we are able to keep conversant with publication developments and to keep our files of

information up to date. Thus when schedule periods do arrive we can go through our data and send for salesmen whom we feel have a logical presentation.

Wherever necessary, we arrange to have our account executives and contact men present at group presentations. As a matter of fact, the success of the plan will depend to a considerable extent upon our having these group presentations.

Whenever it is feasible we shall arrange to give publications an opportunity to make a general agency presentation at annual or semi-annual intervals. In this way, the representatives can give their general story and will be allotted enough time to do this effectively. They can thus reach our agency executives on several different accounts. Arrangements for such presentations are made by the media department in ample time before lists are decided.

'Our plan, of course, is still in the experimental stages. Possibly it will have to be modified under actual working conditions. We believe, however, that in its broad outlines and in many of its details it represents the fairest plan we

can devise.

"Our own executives will not suffer from too heavy demands on their time nor will a single salesman duplicate his efforts and, in the final analysis, waste our time by calling on the client, the media department and the account executive. On the other hand, the space salesman will not have to waste time sitting in our reception room nor will he be shooting in the dark, as is so often the case. From the publisher's standpoint it will save time now spent on individual accounts. In fact at times three or four salesmen may be able to co-operate to prepare the best possible general presentation of their medium."

The plan is similar in some respects to plans now being used by other agencies. It differs radically. however, from the plans of the majority of agencies. For that reason, its description should be worth study on the part of agency and publication men.

THIRTY
MILLIONS
FOR

PUBLIC and private construction projects under way or contemplated in the Oakland Market will involve expenditures of nearly \$30,000,000 during 1931. This is in addition to an estimated \$13,000,000 which will be spent in the erection of dwellings and smaller commercial structures.

Of this amount, the Federal Government will expend \$2,537,000; the State of California, \$1,220,000; the County of Alameda, \$1,144,500, and municipalities, \$4,573,185. The remainder of the program is for construction work by public utilities, corporations and individuals.

This construction program is the largest in the Twelfth Federal Reserve District, which comprises seven Western States.

Oakland Tribune

National Advertising Representatives:
WILLIAMS, LAWRENCE & CRESMER CO.
Los Angeles San Francisco New York
Chicago Seattle

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AN OPEN LETTER TO THE SOBER-HEADED BUSINESS MEN, MANUFACTURERS, AND ADVERTISING EXECUTIVES OF AMERICA. . . . SECOND LETTER OF A SERIES

Check this statement in 1932

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The Literary Digest believes in facing the facts. Its editorial and advertising policies have always been planned on that safe principle. Its own problems for 1931 and 1932 and every year thereafter will be studied and solved the same way.

Now, more than ever, those businesses that base their decisions on something more than ambition and hope and enthusiasm and wishing-rings will march the highroads of success. This is a time for deep thought and accurate action . . . for reasonable advance whenever and wherever the facts may lead.

For many years, The Literary Digest has been recognized as the sounding board of American opinion. Its pre-election poll, its prohibition poll and its radio news broadcasts have been part of the nation's working information, part of

its fund of facts by which conclusions are drawn and actions decided. Week in and week out, the advertising pages bring steady, significant returns marking the true national reaction to any product or service.

Now The Digest advises all good business men to hang this year's advertising plans on facts . . . on facts like these:

Digest readers form a great public of prosperous, progressive families—intelligent, alert buyers of everything—people of steady income and sound, increasing standards.

The stability of this magazine and of its readers is evident from the fact that *The Digest's* regular public contacts will be continued, on an even larger scale in 1931.

Readers of The Digest are not cutting their purchases of this "basic commodity." The Digest has the largest magazine subscription revenue in the world.

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SOUNDING

BOARD

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b. 5, 1931

for the future on facts

The fact that practically all Digest subscribers buy for one year only and pay the full price -plus the fact that The Digest's success has constantly increased -shows that these people are able and willing to Buy Now.

To the advertisers of 1931, The Literary Digest offers a guaranteed circulation of 1,400,000 constant readers . . . living decently and comfortably and well . . . good customers this year and next year, and every year. Tell your story to these responsible people, whose favor and friendship mean prosperity for your product.

The Literary Digest has shown that quality circulation does not necessarily come in small packages. By selecting its circulation from homes with telephones, it has grouped more than a million alert and active American families-proved responsive to advertising because their subscriptions were secured by advertising.

Over 70% of its readers are executives, owners of businesses or professional people. The Digest reaches 37% of all families with incomes of \$10,000 and up. Its list of subscribers is a roster of ready buyers in the upper income brackets.

For 1931, advertisers buy a guaranteed average circulation of 1,400,000 preferred prospects.

The Literary Digest

"The Literary Digest is known to students of the publication industry as the sounding board of American opinion more than any other single periodical in the history of the nation. Its finger laid on the pulse of the people has registered time and again the one sure index to the state of the nation as a whole."

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How Schrafft Gets Selected Dealer Outlets

National Advertising Is Helping This Candy Company to Get Featured Dealer Outlets All Over the Country

Based on an Interview by Charles G. Muller with Edward V. Hickey

General Sales Manager, W. F. Schrafft & Sons Corp.

A S the result of a successful test during ten months of 1930, the W. F. Schrafft & Sons Corporation has embarked in 1931 on a broad national advertising campaign as part of an unusual program for building up a truly national distribution through specially selected outlets. The plan will function through the same type of jobber that for thirty years has sold the company's candies throughout the country.

According to Edward V. Hickey, general sales manager, the company's 1931 merchandising plan is based on the practical experience of Frank G. Shattuck over a period of thirty-five years and is being presented to the trade as an opportunity for independent candy merchants "to have Mr. Shattuck go to work" for their individual stores. In effect it is an effort to project nationally the succesful merchandising methods of the company's retail candy stores in New York and Boston.

The projection of this merchandising experience is of timely interest in this low-price merchandising period when the economies of chain-store merchandising are being widely debated, for this company's belief is that the indepen-dent merchant—contacted by the jobber-makes the best retail unit for a manufacturer's national distribution. The company is, accordingly, building a national organization of completely independent outlets, each of which, despite its independence, will have a candy department and window which, as far as conditions will permit, will look like, be advertised, displayed. and merchandised like the departments in the company's own retail stores in the East.

"There are a few facts," ex-

plains Mr. Hickey, "essential to a full understanding of our plan, First, the W. F. Schrafft & Sons Corporation and the Frank G. Shattuck Company, which owns and operates the Schrafft stores in the Metropolitan district, are two separate organizations. When Mr. Shattuck, then a salesman selling at wholesale three-quarters of the Schrafft factory's candy production, started a retail concern, he opened the stores under the Schrafft name in order to have a complete tie-in with the widely known manufacturer's name.

"Last year the Shattuck retail company acquired the Schrafft factory together with that of Wallace & Company in Brooklyn, and it was determined to gain national distribution for Schrafft candies along the same lines on which his own retail stores had gained local distribution for the factories' merchandise. will keep clearly in mind that Mr. Shattuck has been retailing candy for thirty years and now aims to increase the scope of that retailing in order to handle the production of factories recently taken over, you will see without confusion how our plan operates.

"The beginning was made last March. Having assumed control of the factories, we had three major jobs to tackle. The first was to package the line in the best of modern dress. To do this, leading artists were employed. The second task was to make the Schrafft name nationally known, through advertising. To do this, a very substantial sum was appropriated for space in national media. The third job was to get the candy into the finest of retail outlets over the country."

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task brings us to the 1931 merchandising program which got its test during ten months of last year—a period certainly able thoroughly to test the merits of any plan. During this test all the stores adopting the new merchandising idea more than held their own, some increasing 50, 75 and 100 per cent, which proved to the company that its plan was

sound.

"The basic idea for getting our candy into the best of stores," says Mr. Hickey, "has the fundamental merit of simplicity. It is to show to the dealer taking on this candy just how Mr. Shattuck has sold it so successfully in his own retail stores. Made dramatic for purposes of impressing the store owner, our plan is 'to have Mr. Shattuck go to work for you and your store.'

Presentation Is Simple

"Our presentation is simple. Having asked the independent merchant who—following a close inspection—we think would make a good outlet, whether he would like to have Mr. Shattuck's organization run his candy department for him, we say that his featuring of only our products will in effect make Mr. Shattuck the manager of the store's candy section.

"We then point out several basic and easily understood merchandising factors in our plan. First, we stress how much stronger are the relations of dealer and a single source of supply than are the relations of a dealer to several manufacturers-the man who buys from five or ten or twenty houses is nobody's customer, and no one of the several manufacturers feels any moral obligation to do much for such an account. If the dealer accepts our plan, we point out, and features our merchandise in the way we have found successful by experience, we feel impelled to see that he does relatively as well in his store as Mr. Shattuck has done in his.

"Second, we show how much of the merchant's time is taken up each day interviewing the five to twenty salesmen who call on him for their small share of his business. Having one source of supply, he will save this valuable time.

"Third, we point out how, because he does not find his shelves cluttered with dead or slow-moving items, his investment is smaller when he buys from one comprehensive source.

"Fourth, because he has smaller stocks, he can keep them always fresh—a valuable sales asset in such a commodity as candy.

"Fifth, we show him that, by making best use of his window along the lines of Mr. Shattuck's own retail experiences, he can make a showing relatively as effective as any store in New York City."

Having impressed on the retail prospect the advantages accruing from "having Mr. Shattuck work for you," one of two offers is made him. Either he can become a Class A dealer or he can be a Selected Retailer, the latter group including stores doing a candy volume of \$5,000 or more and the former taking in outlets whose candy sales total less than \$5,000 a year.

Generally speaking, size of business determines classification, but whether the dealer fits into the first or second group at all depends entirely upon the company's impression of his ability to merchandise on a quality basis. Dealers are scrutinized for progressiveness of selling and for cleanliness of store. Having passed this test, their joining one group or the other depends mostly upon their sales potentialities.

Class A retailers-those doing \$5,000 or under-lay out their candy section in accordance with the company's retailing experience. Problems of lighting, display, and store location are worked out. The retailer devotes one window exclusively to Schrafft candy display, though he also may handle other bars and pail candies. The one thing he must do, to carry out his part of the plan, is to feature only Schrafft's package candy. Once every two weeks, and sometimes once a week, if his store and location warrant, he receives a new window display, the window being

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EXCERPTA

from advertisements that have appeared in The New Yorker during the month of JANUARY, 1931

SMALL FRY Rita thought he was a big man in the theatrical game. And he turned out to be nothing but an advertising man."

> Bascom Theatre Service, Jan. 31, Page 60.

TEMPUS AMBULAT "At this moment he is sunny side up (on a 30-day cruise) on the boat deck of the 'France.' The latest Edgar Wallace opus has fallen out of his hand, and he is asleep with his well-chiseled mouth open. Presently he will close it, stretch, look at his watch, and remark, 'Ah, Thursday!'"

French Line, Jan. 31, Page 54.

SOLID FOUNDATION "For the stomach supports the heart, and not the heart the stomach."

Childs, Jan. 10, Page 57.

MYSTERY "Excellent detectives have been unable to discover why it is that some ambitious young business men don't wear easy, civilized, starched collars."

Arrow Collars, Jan. 17, Page 54.

LOW TRICK "Pandem um breaks loose in the the Some fiend incarnate has spo the magician's act. Instea his regular trunk they logapp him into an Oshkosh!"

Oshkosh Trunks, Jan. 17, Pa

RELATIVITY "A five slope is a mountain."

> Abercrombie & Fitch Jan. 10, Page 68,

BY-PRODUCT "Tuesda lena I the day when the frugal M roni-maker, Antonio Salva Ricci, deploring the waste material involved in boring central tunnels through his? aroni, decided to merchan the core under the maiden a of his beloved wife—Spaghe F. H. Leggett & Co. (Radio Ho Jan. 10, Page 30.

"Bold Gang M ESCAPE Getaway. Seek Lair In Eur Meagre Hope of Tracking D Wary Fugitives Who Head Little Known Hiding Places

Amerop Travel Ser Jan. 17, Page 56

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Page 68.

"Tuesda lena Rubinstein, Jan. 24, Page 43. rugal M

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Gang N In Eur king D Head Places avel Ser Page 50

ICIDE CURE "For cases a suggest Brooklyn Bridge a note to Mother, Madame has a wicked one by the me of 'Astringent Lotion.' od, swift and safe-for reed oily skins that show their after midnight. Throat and e muscles go in to win. Crow's and wrinkles pack up for

Feb. 5, 1931

the the Produits Nina, Jan. 10, Page 41,

they lo APPILY-NO "Rememthe old vaudeville wheeze: othing good ever comes out of ston' Answer: 'You're ong, the five o'clock train for w York'."

> Deerfoot Farm Sausages, Jan. 10, Page 30.

ETEOROLOGICAL STRUMENT "Isyour e a weathervane?"

TOUGH BEARD "The whole face of Europe is stiff with hotels."

Gleneagles Hotel (Scotland), Jan. 10, Page 38.

GENUINE ARTICLE "We have an honest-to-goodness, triple-A, perfect, born he-grouch staying at our hotel. We respect perfection so we're naturally proud of him."

The Roosevelt Hotel, Jan. 24, Page 60.

BEATEN TO IT "The Movie Director wept when he saw these bathrooms."

7 Park Avenue, Jan. 17, Page 73.

LUCKY FELLOW "This is the first and last advertisement I ever expect to write."

Velo-Derma, Jan. 17, Page 41.

"The greatest conqueror" says an ancient Chinese proverb "is he who overcomes the enemy without a blow." Modern advertisers apparently go one better than the Chinese and, taking a lead from the saintly Gandhi, conquer by a simple refusal to consider anyone their enemy. The desk pounder in advertising, as in selling, is passing on; sales resistance—of his own making-has proved too much for him.

25 WEST, 45th STREET NEW YORK CITY

dressed for him by company-trained

Selected retailers-the group doing a volume of more than \$5,000 a year-become exclusive outlets for Schrafft's other types of candy as well as for package merchandise. They, too, make full use of Mr. Shattuck's retailing experience in laying out their candy departments and planning their merchandising. The services of a special store layout man are used for this, as well as the services of successful retailers who go from store to store checking up with the merchant on his many problems of selling. "On top of this, the dealer in the selected retailer group is furnished all his window display materials in addition to the capable assistance of the company's own window-dressers."

Aside from the very definite projection of Mr. Shattuck's successful merchandising experience over a national area, it may seem that in this plan lies nothing that has not been done previously by manufacturers in other fields. However, it must be made clear at this point that this effort is being done by the jobber. In this jobber angle lies one of the plan's most important

factors.

"Because our candies have been sold through the jobber for thirty years," explains Mr. Hickey, "we appreciate that any successful plan for national distribution depends upon full jobber co-operation. Ours gives us such full cooperation-because it offers the distributor a way to increase business that hitherto has not been available. Simply, we put into his hands all the tools-trained window-dressers, expert merchandisers adept in Shattuck retail selling methods-all he needs to do is to develop first-class outlets and so expand his own volume of sales. These tools provide the jobber with an exceptional selling appeal.

"Each of us profits under this plan-the dealer does more business better and more profitably, the jobber gets increased volume at lowered selling cost, and we, the manufacturer, get national distribution in stores whose quality apnearance and merchandising are superior to the average.

In our test during the last ten months of 1930, we found our plan to work out in practice just as I have outlined it in theory.
Today we have 400 Selected Retailers and Class A dealers in all parts of the country. We hope to have upwards of 2,000 such out-lets by the end of 1931."

The advertising behind this 1930 test also has proved its effectiveness. When the Schrafft factory was taken over, the candy's name had not been advertised to any an-The Shattuck preciable degree. management immediately set about giving the name national prestige through national advertising. That this advertising pulled in 1930 has been shown by the number of jobbers as well as dealers-of whom the company previously never had heard-who asked to take part in the Selected Dealer plan. In addition, the company reports 1930 saw increased candy sales in stores other than those operating under the Selected Retailer system.

As a result of these returns, and further to back up dealers already taking part in the selected dealer plan as well as to give additional sales power to those adopting the plan in 1931, the company's advertising appropriation in 1931 will total approximately \$500,000.

A. A. Engstrom, Sales Manager, Pierce-Arrow

A. A. Engstrom has been appointed general sales manager of the Pierce-Arrow Motor Car Company, Buffalo, N. Y. Mr. Engstrom, who was formerly with the Continental Motors Corporation for eighteen years, succeeds D. J. Willoughby, who has been named vice-president and general manager of the Pierce-Arrow Sales Corporation, factory distributing and retail branch in New York.

Advanced by Atlanta

"Journal"

Joe Archer, for eight years a member of the display advertising staff of the Atlanta Journal, has been appointed local advertising manager of that paper.

Appoints M. C. Mogensen The Prescott. Ariz.. Journal-Miner has appointed M. C. Mogensen & Company, publishers' representatives, as its national advertising representatives. . 5, 1931 ing are

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EIGHT YEARS OF LEADERSHIP

Over All Los Angeles Daily Newspapers

EVERY year since 1922 The Evening Herald has led all Los Angeles daily newspapers, morning and evening, in volume of display advertising. This leadership was even more pronounced than usual during the trying months of 1930.

In the Twelve Months of 1930 The Evening Herald carried almost Four Million agate lines MORE Display Advertising than was carried by the second Daily (a morning paper) and 2,152,109 lines MORE than BOTH of the other Los Angeles evening papers COMBINED.

The Evening Herald's consistent leadership in advertising and its superior productiveness even under submormal conditions is due to its enormous circulation, and to the fact that this circulation is concentrated 96% right in Metropolitan Los Angeles and its immediate suburbs. No advertising dollars are wasted in widely scattered, sparsely populated, unproductive areas.

The "City" circulation of The Evening Herald exceeds that of the next largest Daily (a morning paper) by more than 60.000—and is 114,836 greater than the city circulation of the second afternoon paper.

Any Schedule Designed to Cover Los Angeles Should Begin With The

EVENING HERALD

- REPRESENTATIVES -

NEW YORK HERBERT W. MOLONEY 342 MADISON AVE. JOHN H. LEDERER 326 MADISON

DETROIT
RAY MILLER
GENERAL MOTORS BLDG.

SAN FRANCISCO
A. J. NORRIS HILL
HEARST BLDG.

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GUY C. SMITH

Manager of Advertising and Research, Libby, McNelli & Libby



BERNARD LICHTENBERG

Pice President, Alexander Hamilton Institute





An advertisement by the

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• "Any American advertising manager who wants to learn the value of the Audit Bureau of Circulations need only start buying newspaper space in foreign countries. The impossibility of knowing accurately, without special and costly research, the amount and breakdown of circulation of publications in any other country, is a sharp contrast to the information which has become available to advertisers in this country by reason of the work of the A. B. C.

"But the Bureau needs the support of every important user of publication space. In my opinion it has not begun to reach any limit of its usefulness. I consider it one of the most fundamental advertising expenditures our company makes."

By C. Smit

 Twenty years ago there was chaos in advertising. Nobody knew what his dollars bought—whether a thousand readers or ten thousand. Nobody, except by infinite pains and shrewdness, could find out.

Could advertising, on that basis, ever have grown to its present importance? Would business ever have rested its trust in a sales weapon of metal so doubtful in assay?

Hardly, think men who today direct advertising expenditures that total millions. Through such leaders as these the Audit Bureau of Circulations came to be organized. And largely through the activities of the Bureau, there

 "Buying advertising space in newspapers and periodicals without referring to A. B. C. circulation audits is like buying a pig in a poke. The old time farmers never traded horses blind.

"The earnest attempt on the part of such organizations as the Incorporated Society of British Advertisers, the Australian Association of National Advertisers, the German Reklame-Schutzverband, and the Mexican Associacion de Annunciantes, among others, to form an Audit Bureau in their countries based on our own A. B. C., is an indication of the fact that thoughtful advertisers around the world have seen the worth of such an organization."

Bernerd bichtenberg

is order today in the buying of advertising space.

Once every year now, into almost every important publication office go the auditors of the A. B. C. Every circulation record is open to them.

They work directly for the A.B.C., and on the directorate of this institution a majority must be advertisers.

The Bureau's Audit Reports thus give the detailed findings of experts controlled by advertisers. They bring to light the complete circulation facts.

Can any advertiser afford to be unrepresented upon the membership roster of the Audit Bureau of Circulations?

AUDIT BUREAU OF CIRCULATIONS

Playing Black Against White a Forceful Art Technique

For Practically Every Advertising Need Nothing Can Quite Take the Place of Contrast Compositions

By W. Livingston Larned

A TRIBUTE is due advertising for the singular manner in which it has added to, improved and developed art techniques long in vogue. Mediums which have been looked upon as standard are every day given new atmosphere because of the resourcefulness of a younger generation of artists.

Thus it transpires that long-used techniques go through year-by-year processes of evolution, and, in a sense reborn, seem new, despite their background. Among these techniques should be mentioned the one which has almost monopolized

the field and continues an unabated popularity everywhere, in Europe as well as in America—the vivid contrasting of solid black and areas of white.

The technique prohibits shading of any kind, Ben Day tints or more than a minimum of intermediary lines. The blacks are brushed in and they do not compromise. Such illustrations almost invariably seem to suggest the most brilliant of sunshine lighting, and possess very marked attention value wherever run.

It might appear that pictures in such a simple medium as this might be the easiest of all to produce, due to the fact that there is so little actual detail. The

contrary is true, however. To distribute these areas of black and white with scientific skill, that there may be a sustained and artistic balance between them, requires the very highest order of skill.

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Artists of today, in their efforts to "do something new" with a technique which is one of the oldest identified with advertising, have hit upon any number of unique adventures. One genius has worked out a system which calls for a fifty-fifty basis of white and black handling. That is,

That is, one half of a total area is used up with plain white paper, however distributed. nearly as possible, this artist in laying out his pencil sketches very seriously attempts to strike a balance between whites and blacks. It is his claim that if one exceeds the space quota of the other, the result will be out of artistic key. and contrast will be far less satisfactory

In his case, at least, the original drawings are made on black cardboard, in white water-color paint, with both brush and pen. Incidentally, he is not a believer in fine detail, and prefers a technique patterned after the methods employed in the making of



The Solid Black and White Technique Prohibits Shading of Any Kind

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wood-block illustrations and linoleum prints. It is his contention that working in reverse, in this manner, it is far easier to establish the apportioning of the two mediums.

Another artist goes about his task in an entirely different manner. He brushes in his drawings in black and then photographs

them in reverse, the print being vivid with contrast. Such portions of his illustration as were in black, become white, automatically, because of the camera transition.

Then, supplied with a contrasting print, he may add or subtract as he deems necessary, employing this photograph as copy from which the engraving will be eventually made. Certain it is that very seldom is an original drawing made that does not need touching up at the last minute. There may be too much black, thus producing a gloomy effect, or too much of the white area is left, and some of it must be filled in.

The usual custom is for the artist to make a rather elaborate pencil sketch, which becomes a diagram for the use of masses of black. From this floor-plan, the relative contrasts of black and white are skil-

fully arrived at, before ink is put to paper and changes would be mussily difficult.

Another very important point is that of seeing the reduced results of these poster drawings in the exact size they will be used. It is out of the question to pass judgment on originals which are three and four times up. Reduction decreases values and, in some instances, a directly opposite technique is achieved from the one the artist had in mind when he started out. The nearer the drawing is to the reproduction size, the surer you can be of artistic, balanced

Then there is the consideration

of so placing solid blacks that they will not detract too forcefully from the text. It is to be noted that scientifically planned illustrations of this character so position the massed blacks that they tend to set off type rather than prove an obstacle to concentrating upon it.

How can this be done, you may



The Black and White Style Does Not Pretend to Realism—This Picture Appeared in a Cunard Line Advertisement

ask? Well, for one thing, keep the white areas nearest the reading matter. Arrange them to relieve the monotony of blocks of type. It is just as easy to place the blacks outside this specific zone. After all, it is a matter which the artist may decide for himself.

And that is why drawings should never be made up without supplying the artist, first, with a diagram layout of the completed advertisement, which includes, of course, the area to be devoted to reading matter. Then he may size up his problem and design his picture to fit the pattern of the entire display.

If the type set-up is in the center of a composition, and the illus-

E. R. Crowe & Co., Inc.

announces

that, at the expiration of its contract with the publishers of the Newsstand Group Magazines, which is with the closing of their May, 1931, issues on February 28th, it will discontinue the management of advertising for other publishers.

3

Important—Copy for advertisements in the May issues of the Newsstand Group should be sent to E. R. Crowe & Co., as heretofore. Bills for advertising through the May issues will be rendered by, and will be payable to, E. R. Crowe & Co.

b. 5, 1931

The Clayton Organization

announces

that it will assume the management of the Newsstand Group, with the opening of the June Issues on March 1st.

Mr. W. J. Delaney, Advertising Director of The Clayton Magazines, becomes Advertising Director of the Newsstand Group.

Mr. N. D. Campbell will continue as Western Manager, with headquarters in the Wrigley Building, Chicago.

Mr. L. B. Sherman will continue as Eastern Manager, with offices at 80 Lafayette Street, New York.

3

Important—Advertising copy for the June and subsequent issues should be sent to Newsstand Group, 80 Lafayette Street, New York.

tration completely surrounds it, the artist will doubtless wish to run his heavy blacks on the *outside* and as far away from the typography as possible.

If a column of text runs up one side of the space, then open areas of white can be put in juxtaposition to it, and the blacks reserved

as an outside unit.

For there is absolutely no question but that the weight and the placing of illustrations of this character determine very largely the reader interest and the penetrative value of typography. That is one of the serious problems of the black-and-white poster style picture—it is likely to detract from the text.

The other day, I heard instructions being given to an artist. Said the art manager: "Here is a rough sketch of the subject. I want it handled in a bold, free, simple black technique, with no shading and plenty of vivid contrast. Don't be afraid of using large masses of your black, but always protect them and set them off, with equally generous amounts of white. Here is the size—six inches wide by four deep."

But the artist was not accustomed to working in any such manner as this. "Can't I see the layout of the entire advertisement?"

he demanded.

"What difference does that make?" was the reply. "You have your size. That's all you need to know. The layout has been sent to the typographer. This job is

in a big hurry.

The artist was not satisfied. He insisted that he be shown the roughest kind of layout as an indication of the make-up of the display and the position of the text in relation to the illustration. And he was well within his rights. He knew that his part of the order could be handled sympathetically and that heavy blacks, if placed directly alongside light-faced type, might make it exceedingly difficult for any reader to concentrate on the message.

And, from the other side, it is equally reprehensible to turn a rough pencil sketch of an advertisement over to a typographer and ask him to do complete justice to the job without any knowledge whatsoever of the character of the illustration. Yet schedules are often handled in this slip-shod manner, notwithstanding.

It is an important affiliation of artistic interest, this collaboration between artist and typographer



This Technique Holds Its Own Against All Comers—Above Is from a Reading Pipe Display

and its vital importance, if the advertisement is to be well balanced and artistic and workmanlike, should never be ignored. Each should know what the other has in mind.

The massed-black picture can't be thrust boldly into a layout, hap-hazardly. For such illustrations might be so drawn that they would act as visual bull's-eyes. They would demand too much attention. They would "stick in the corner of the eye" all during that period when the reader is doing his best to read the message.

In a large majority of art departments, the first rough sketch clears up this problem very nicely. It is not done in pencil but in wash or pen and ink. And actual size. justice owledge cter of ales are od man-

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rt desketch nicely. wash l size. URGES BANKERS To aid motors

Head of Detroit Institution Says Dealers Need Financial Help for Distribution.

That bankers can do something constructive for the whole business situation "by giving local automobile dealers a lift at this particular juncture," is the suggestion sent to correspondent banks throughout the country of the Guardian De troit Bank, in a letter by Robert O. Lord, president of the bank. AUTO MEN LAUD Bank Support

Graham and Hoffman Say Aid for Dealers is Boon To All Business.

Pinancial support for automobile sales and merchandising, advocated Tuesday in a statement by Robert O. Lord, president of the Guardian Detroit Bank as a constructive force in the greenal sudness situation, has brought emphasic automobile for two leading automobile for two leading automobile for securities. They are Garanton two leading automobile for y executives. They are Garanton two leading automobile for y executives. They are Garanton vice-president of will-in-Overland, Inc., and Paul O. Buddeling for president of the Studentist Corporation of America.

The Banker is the King Pin

A friendly, liberal attitude on the part of bankers toward your dealers might help your sales come back quicker in 1931.

Winning the banker's confidence in your product and your company—that's a job for a publication that already has the banker's interest and confidence.

We can give you considerable information about the practices and successes of companies who have sought banker good-will and acceptance. Let's discuss it—there's certainly no obligation.

*The*Burroughs Clearing House

SECOND BOULEVARD AT BURROUGHS AVENUE, DETROIT

Feb.

The lines which suggest the text blocks are the weight, or approximately so, of the type selected. Even the technique of the illustration is roughly indicated,

Then this same-size rough is shown both to typographer and artist. Both are able to judge what is expected of them and they work to a common and artistic end. But when the layout is made two or three times larger and in pencil only, neither knows very much concerning the ultimate finished effect. They must guess at it, nothing more, and this is unsatisfactory.

At first glance, the actual-size layout, with its color values established, suggests the appearance of the completed advertisement. It is a safe guide for all concerned and prevents later disappointment.

This much is to be said in everlasting favor of the contrasting black and white style of illustration: You need never have apprehension as to how it will reproduce. On any kind of paper stock, it seems to hold its own, even when cut down to half its original strength, by special processes, as is made compulsory in certain newspapers and periodicals.

And another point—it is the one technique which seems to stand up against full color campaigns. The vivid black and white handling on better paper has a brilliant appearance which makes up for the average absence of color.

Some may say, as they look upon an illustration of this character, with a sky of solid black: "But that isn't natural. You use these heavy areas without any real artistic reason. Sky is not black, therefore why do you paint it as such?"

But the poster black drawing is frankly a compromise, a decorative scheme. It seldom pretends to extremes of absolute realism. That is not its function. It is primarily a means of injecting a vast amount of life and contrast and animation into an advertising decire.

And in small space, nothing can, or ever will, take its place. Advertisers attempt many art experiments, only to return to the good old favorite. It holds its own

against all comers. It can never, never grow stale through constant repetition.

If you would encounter an interesting experience, take some complex and intricate shaded original drawing and have an artist deliberately simplify it by injecting areas of solid black. Then further simplify the drawing with white paint. Boil it down to an essence. Make it sparkle.

You are likely to admit that there is absolutely no comparison between the two techniques for general use.

Jewett & Cory, New Business at Detroit

A. B. Jewett and Andrew Cory have formed a business under the name of Jewett & Cory, with headquarters at Detroit, to serve as an industrial motion picture counsel. Mr. Jewett was formerly vice-president of Films of Commerce, Inc., a subsidiary of Pathé. Mr. Cory was recently with Holmes, Inc., Detroit advertising agency, and before that, was with the Campbell-Ewald Company, of that city.

Federal Trade Commission Issues Review of Activities

"Statutes and Decisions Pertaining to the Federal Trade Commission" is the name of a volume which has been pullished by the Commission, dealing with the statutes which it administers and the court decisions relating thereto. The work deals with the period from the Commission's inception in 1914 to January, 1930. It contains 1,240 pages.

Death of A. N. Walters

Arthur N. Walters, vice-president of the Dollenmayer Advertising Agency, Inc., Minneapolis, died at that city recently at the age of fifty-seven. He had been with the Dollenmayer agency for the last twenty-two years.

Joins O'Keefe Agency

Louis Mackler has joined the staff of the P. F. O'Keefe Advertising Agency, Inc., New York.

Has Leather Goods Account The Meeker Company, Inc., Joplin. Mo., leather handbags, billfolds and novelties, has appointed Loomis, Baxter, Davis & Whalen, Inc., Kansas City, Mo., advertising agency, to direct its advertising, account.

New Business at Seattle

John Guy Owsley has started his own advertising business in the Northern Life Tower, Seattle, under the name of the Owsley Advertising Agency. He was formerly with Foster & Kleiser.

1930 CENSUS SHOWS SOUTHERN MARKET NOW 68.1% "RURAL"

THE 1930 Census shows the Southern market still is predominantly "rural," despite the drift of population of the nation toward urban centers.

In the South, 24,181,496 people live on farms and in "rural" communities. This total represents 44.9 per cent of the "rural population" of the United States.

The South's population is 68.1 per cent "rural," while the population of the other 34 states combined is but 33.9 per cent "rural."

Note the following comparisons:

1930 Census	Southern States	All Other States
Rural Population	24,181,496	29,638,029
Urban Population	11,319,362	57,636,159
Total Population	35,500,858	87,274,188
Per Cent Rural	68.1	33.9

The PROGRESSIVE FARMER and Southern Ruralist offers dominant and economical coverage of the Agricultural South—a primary market, predominantly rural. Its power and prestige make it an important factor in any sales plans for the Southern States.

Progressive Farmer

SOUTHERN KURALIST
BIRMINGHAM ATLANTA
Raleigh Memphis Dallas Louisville

NOW-OVER 1,100,000 NET PAID

Eastern Representatives: Wallace C. Richardson, Inc., 250 Park Ave., New York, N. Y. Western Representatives: Standard Farm Papers, Inc., Daily News Bldg., Chicago, Ill. Pacific Coast Representative: Edward S. Townsend, 917 Hearst Building, San Francisco, Cal.

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Yes, Mr. Banker

\$16,000 a page

YES, Mr. Banker, a full-page advertisement in The American Weekly costs the advertiser \$16,000—the highest advertising page rate in the world.

Naturally, you would like to know how this price is justified, and we in turn welcome the opportunity of selling The American Weekly to a banker.

For, after all, you are interested in value, and value is our stock in trade.

The American Weekly has the highest advertising page rate in the world because it has almost double the circulation of its nearest competitor in the publishing field.

Every Sunday morning this great magazine enters 5,500,000 homes without a single duplication at a cost of less than ½ cent per home.

That, Mr. Banker, is the lowest cost per home reached offered by any magazine on the publishing counter today.

The American Weekly gives ideal national coverage, reaching one out of four families in the entire United States, and at the same time it concentrates its greatest strength in the richest markets, where the people live who have the funds to buy.

As you are well aware, all states are not commercially equal in value.

In twenty-four states and the District of Columbia, for instance, are filed \$3.2% of all the income tax returns of the country. Your savings bank statistics will show you that in these states is deposited \$9% of all our money.

Statistics on national markets will show you also that in these same states there are:

18,187,477 or 69.6% of the total families 17,207,463 or 74.4% of the total passen-

ger cars
16,687,000 or 82.9% of the total homes
electrically wired
46,375,890 or 88% of the total savings

bank depositors
5,265 or 68.1% of the total department
stores

35,032 or 70.8% of the total drug stores 204,928 or 74.5% of the total grocery and delicatessen stores 27,750 or 65.1% of the total furniture

atores 24,973 or 79.6% of the total shoe stores AND INTO THESE STATES THE AMERICAN WEEKLY POURS 86.7% OF ITS CIRCULATION.

A color page in The American Weekly is more than twice as large as a full page in any other national magazine.

That means plenty of room to tell the advertising story and more than twice the attention value.

5,500,000 families reached at a cost of less than ½ cent per family.

Can you think of a more effective way to spend the advertising dollar?



Main Office: 959 Eighth Avenue, New York City

5, 1931

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Reviews Market Survey Work of Publishers

DVERTISERS, today, more A DVERTISERS, today, more than ever before are looking upon market facts as real implements of assistance in the battle for business, a recognition which expresses itself in the impetus given to marketing research. This trend toward fact-finding was the subject of a talk by L. J. Mac-Carthy, associate director of the marketing division of the International Magazine Company, Inc., which he made, last week, before the magazine group of the Advertising Club of New York.

The discussion dealt with marketing research in general and with the market studies and analyses of magazine publishers in particular. "Some industries," Mr. MacCarthy said, "are outstanding leaders in this trend; others will be forced to follow, while others will be wondering what it is all about. For an example of a leader, take the publishing business, and note the remarkable change in recent years in this industry, a change resulting in the betterment of both the buying and selling of space.

"Not many years ago, the average space salesman was equipped with a copy of the A. B. C. report, a copy of the table of contents of a publication, a few testimonials from advertisers and perhaps a bag full of readers' corre-Today the combined spondence. influence of keen competition and more alert space buying causes the publisher in some instances, to spend a sum of money to equip his representatives with facts that almost equal the amount paid to the salesmen themselves."

As a consequence of this effort to provide sound selling material for their men, publishers, he stated, have contributed fundamental studies of generally valuable basic material. He cited a dozen national market surveys concerning the distribution of 109 basic business factors by counties and cities and other studies conducted by publishers. "I want to emphasize the point, however," the speaker explained, "that the publisher does not provide such 'service' contributions in a spirit of pure altruism. Most of these services are so definitely aimed toward the betterment of merchandising that through the advantage acquired by the advertiser or agency, the publishing business cannot help but profit.'

Emphasis was placed on the need for facilities in the advertiser's organization to get marketing facts and to interpret them in the light of individual requirements. Some concerns, it was pointed out, have been outstanding leaders in getting the trend of marketing, getting the facts and reaping deserved profits. Yet on the whole, the average manufacturer today is not slow in grasping fundamentals concerning production, or accounting or financing a business. But so far, in Mr. MacCarthy's opinion, a similar knowledge concerning where and when and how to sell has not been attained. Such knowledge is im-perative if a business wishes to improve itself, he stated.

Succeeds Father as Head of Seaman-Patrick Paper Co.

Seaman-Patrick Paper Co.

Forrest W. Starling has been elected president of the Seaman-Patrick Paper Company, Detroit, succeeding his father, the late John Starling. Mr. Starling, whose death occurred on January 22, was prominent in printing and publishing circles in Detroit for many years. Entering the printing trade as a compositor for the old Detroit Tribuse in 1872, he later became foreman of the Graham Printing Company. He was elected treasurer and general manager of that firm in 1889, retiring in 1914. He was also president of the Typothetae in Detroit for several years. Mr. Starling was seventy-five years old.

Daniel Boone Jacobs, sales promotion manager of the Seaman-Patrick Paper Company, has been elected to the board of directors of that company.

Colorado Papers Appoint Ingraham-Powers

Ingraham.Powers, Inc., publishers' representative, has been appointed to represent the following five Colorado newspapers in the East and West: Boulder News-Herald, Canon City American, Florence Critizen, Greeley Tribune-Republican and the Long Mont Call.

The De Kalb, Ill., Chronicle also has appointed Ingraham.Powers as its national advertising representative.

tional advertising representative.

GOOD COPY

Not straight selling, but selling straight to the potential customer.

Not mere facts, but facts presented with due consideration for the customer's personality, comprehension and buying needs.

HAWLEY ADVERTISING COMPANY Inc.

95 Madison Ave. New York City

How National Advertisers Determine the Appropriation

(Continued from page 6)
that it is an easy method of handling the vexatious problem:
"How much shall I spend for advertising?" It is easy because it somewhat accurately assures the particular advertiser using it that, proportionately, he is doing as

much as or more than others in his

industry in the matter of advertising.

The chief disadvantage of the percentage method lies in the fact that it can become, all too readily, a system of matching the appropriation of competitors, or a system of surpassing their appropriations simply for the sake of exceeding them, in the belief that by beating them, more business will result. It assumes that the percentage figure that is being used in a particular or similar industry is correct and thus builds on the basis of using the thinking of others, not knowing whether others have been real thinkers or mere guessers.

Another disadvantage of this method is its inelasticity. This disadvantage may result from a policy that calls for a definite and unalterably fixed percentage figure or base figure. A change with respect to either one of these two elements—the base figure or the percentage figure during a year—in the minds of some advertisers using the percentage method, tends to overcome or minimize this disadvantage of inelasticity.

Advertisers seeking to overcome this disadvantage usually follow a policy of determining their appropriation only for a two- or three-months period. In such cases, the appropriation may be changed by an increase or decrease in the percentage figure or by using the profit or sales figures for the preceding two or three months as the new base, in the belief that this new base figure is the best indication of actual conditions.

The Unit of Sales Method.
The Unit of Sales Method is

If you really want business, you can get it, by bringing your wares to the attention of the people of permanently prosperous communities, like

York County Pennsylvania

through the columns of a newspaper standby such as the

YORK, PA. GAZETTE AND DAILY

which covers this trading territory completely and intensively.

We urge you to investigate.

HOWLAND & HOWLAND

National Representatives

NEW YORK 393 Seventh Ave. CHICAGO 360 N. Michigan Ave.

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predicated upon a fixed allowance for the advertising of each unit of a particular product estimated to be sold during a set period of time.

In using this method the advertiser must be governed by the figures on total sales volume, anticipated or actual. Generally speaking, the figure on forecasted sales is usually the key figure.

Production costs and past selling costs being known, and the expectations for sales being reasonably possible and sane, the procedure is to set aside a definite amount of money to be expended for advertising. This amount is arrived at by multiplying the number of units that are expected to be sold by the amount of money allotted for the advertising of each individual unit.

If, for illustration, an automobile manufacturer's plans call for the production and sale of 100,000 cars during a certain year, \$5 per unit might be set aside as the appropriation for moving those 100,000 cars—or a total appropriation of \$500,000. In the automotive field this has been a frequently used method of determining the amount to be expended in advertis-

Sometimes, this is counted only as the manufacturer's own outlay, and an equal amount per car is assessed against each dealer—so doubling the general appropriation. In one well-known instance, an 800,000 car production and sale during a certain year developed, by this dual assessment arrangement, a total advertising appropriation of close to \$8,000,000.

Certain co-operative fruit organizations have employed the "per unit" system successfully for years, setting aside an agreed upon number of cents per box, crate, basket or bushel and using the accrued total in advertising nationally the local product being prepared for countrywide shipment.

Among co-operative associations, such as have been operating successfully in the interests of Pacific Coast fruit and nut growers for years, this is known as the "case basis." A forecast is made of the orchard productions in oranges,

lemons, plums, prunes, apples, nuts and other fruits handled by the cooperative selling associations. A unit charge or assessment, per case, to allow for advertising—varying according to product between 3½ to 6 cents—is added to the known other costs of distribution. The advertising fund so created—based on a determined "overhead" per unit of sale—is provided in advance of production.

The advertising bought with that money is functioning nationally in creating demand for what nature is working to supply. According to its efficiency, the advertising has established the market and defined the extent of the market before the product it has resulted in selling enters the cases against which the per unit assessment or charge has been made.

A leading New England manufacturer of shoes adds to his production and selling costs a definite number of cents per pair of shoes to allow for advertising by himself nationally and by his dealers locally. His make of shoes is probably the most widely advertised in the world.

Another manufacturer bases his advertising appropriation on the pound weight of his finished product. All his production, overhead and selling costs have been on this basis for years. In advertising, as in all other operations, this manufacturer's mind is "pound conscious."

An association of manufacturers is reported as choosing an arbitrary figure for advertising which is assessed against each unit manufactured by members of the association. Each member, therefore, is taxed so much per unit for advertising. No one member knows at any time, however, what the production figure is of any other member.

This element of competitive advantage or disadvantage is eliminated by having the whole plan handled by a banking house, which receives each manufacturer-member's report of unit production and the amount thereon, assessed him for advertising. The banking house, without revealing the figure

STARTING

1931

We are pleased to announce that during January appeared 30 new advertisers on a yearly contract basis, and 15 renewal advertisers on an increased space basis.

These figures do not include new contracts which started in December, or start after January.

This is a record!

We believe the answer is

"Advertising Value Plus"



STEEL



For forty-eight years-Inux Tuste Rruss

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NEW YORK

PITTSBURGH

CHICAGO

LOS ANGELE

LONDON

Daily Metal Trade The Foundry Machine Datign Abrasive Industry Automative Abstracts. Marine Barriow Power Booting

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for any individual manufacturer, turns over a lump sum to the association for advertising.

Various classes of producers and manufacturers believe that the per unit method is the best answer to the question: "How should we determine the appropriation?" They believe this method provides a means of determining an adequate and, in the main, non-wasteful budget.

Not all advertisers, however, can use it advantageously. It has its weaknesses. It is a variation—but a variation with a distinction—of the percentage method and consequently has much of the weakness of that system.

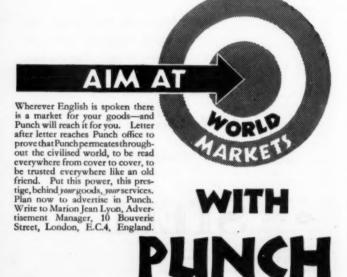
Its distinction lies in the fact that it forces advertisers to explore the market possibilities for their product more carefully than does the percentage system which uses a total sales or profit figure. In other words, there is less guessing on the base figure.

The outstanding favor the "per unit" system holds with those who believe that their product sales methods properly permit its use is due largely, if not completely, to the fact that it gives the advertiser a definite unit basis of selling cost for each product unit to be sold. It helps him to visualize what he is doing in terms of the product sold.

Mail-Order Method of Buying Inquiries or Direct Sales.

This is, in the main, the salesman-less method of getting definite and immediate business from advertising. Under this method, the amount of the advertising appropriation is determined automatically on a basis of definitely known costs of getting business.

A service, rather than any specific merchandise, is the usual text offering of the advertising. The service may be "full information sent you upon request"—requiring a written reply, or "inquiry," from the reader who is interested in knowing what it is all about. It may be a coupon, to be filled in with name and address; or a booklet or catalog or other material which is offered "without obligations."



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Agency Owners— Let's Look Ahead!

ON February 5, 1941 (it's only ten years from today)—

- 1. Will your advertising agency be still alive and still "kicking"? (at aches and anxieties too numerous to list here).
- Will the accounts of which you are current custodian be still alive and (O lord!) "still kicking"?
- 3. In other words, what's in store for your agency, as now organized, during the next ten critical years of new economic alignments and adjustments? And for your clients?

WE have a plan, born of ripe experience, for a new type of fact-finding sales and advertising service organization which will go far toward answering (the foregoing queries.

We should like to discuss our plan in detail (it has been pains-takingly worked out and authoritatively passed upon) with bona fide agency proprietors who wish to proceed along sounder and more profitable lines for themselves and for their clients during the coming business decade.

For obvious reasons, it is requisite upon us to publish this advertisement anonymously. If you are conscientiously interested as a qualified agency owner or part owner, we suggest that you correspond with us through your banker or lawyer. However, if you care to communicate direct through Printers' Ink (looking solely toward a personal interview) be assured that your reply will be considered confidential and so held in all honor.

ADDRESS "V," BOX 275, PRINTERS' INK

Department Stores Move Fast!

Their executives, who select equipment and supplies, read the fast-moving newpaper:

RETAILING

The Fairchild Weekly of Modern Methods of Distribution

8 EAST 13th STREET, NEW YORK

Are You a Direct Advertising Salesman?

Preferably with

CAN YOU SELL? Have you ability to size up markets, the favorable factors of products, and to recommend, and sell the right kind of printed direct advertising?

WE OFFER adequate salaries, a congenial atmosphere with an organization (composed of men under forty)—strong financially, highest type management and economies in printing direct advertising.

Write fully stating age, salary desired, present and past employers, address and telephone number, but please do not telephone or call.

Direct Advertising Division

EDGAR C. RUWE COMPANY, Inc.

72 Washington Street New York, New York

Direct Advertising— Creative Printing tion." It may be an educational opportunity in business administration; a course in art, music, dancing, journalism or languages—all taught by correspondence. Again, it may be a club or association membership, a prize contest entry or a subscription book offer. An insurance company sells its policies entirely by mail.

The "inquiry" secured, there follow the direct-mail folders and booklets and letters outlining the proposition, illustrating the merchandise or commodity for sale, and working objectively up to the

point of sale.

Where merchandise, rather than service, is advertised, a combina-tion of "inquiry" and "direct sale" is usually sought in a combining operation. In such an operation, an unusual and perhaps not otherwise obtainable article may be offered at a specially low price to induce certain and quick action. The initial sale consummated, often at a cost below manufacturing par, the "inquiry" return is then aggressively followed up with offers of various other items of merchandise. The returns on these offers level off the temporary initial loss represented by the "inreturn and establish a new, and continuing, customer under the classification of "direct" sales.

When an out-and-out purchase is sought the sales appeal is generally based on uniqueness of product, or price, or both.

Seldom, in any of those cases, are follow-up salesmen employed. The return, and the possibilities of return, to the successful users of this method are worked out to a mathematical exactness which, in some cases, even the actuarial tables of insurance companies cannot excel.

The procedure for determining an appropriation under the mailorder method of buying inquiries or direct sales is simplicity itself.

The advertiser's own long experience in selling, or inducing selling, by mail has given him, as previously pointed out, an exact knowledge of the cost of each "inquiry" obtained, and from it each to d such ably numicost the TI prop have are tion. limit

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such returns his finances will prob-

number, multiplied by the known

cost per return, is the sum total of

properly worked out, to those who

have a business qualified to use it, are obvious and need no explana-

limited to certain definite types of

business. It is the method of most

mail-order houses, correspondence

schools, investment advisors and

similar personal service organiza-

tions and trade and social service

associations, and, to some extent

of certain publishers of books and

of three will appear in the next

To Hold Electrical Advertising

Conference

An Electrical Advertising Conference will be held at the Westinghouse Lighting Institute, New York, on February 25, 26 and 27, under the sponsorship of the National Electric Light Association. E. A. Mills, of The New York Edison Company, is general chairman and W. T. Blackwell, of the Public Service Electric and Gas Company of New Jersey, is vice-chairman.

H. C. Campbell Joins Morris

Paper Mills

New Jersey, is vice-chairman.

An Electrical Advertising Conference

The second article in this series

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Harry C. Campbell, formerly general sales manager of the Robert Gair Company, New York, has joined Morris Paper Mills, Inc., Chicago. He will have charge of the distribution of a new single service can developed by the Morris Paper Mills and now being introduced into the ice cream industry for bulk ice cream. for bulk ice cream. R. R. Premo Joins Commanday-Roth R. R. Premo, formerly with the J. Walter Thompson Company, the Federal Advertising Azeney, Inc., and the Woodrow Press, all of New York, bas joined the Commanday-Roth Company. Inc., of that city, direct mail. He will act as contact and service representative. n-

Minneapolis-Honeywell to Acquire Time-O-Stat

The Minneapolis-Honeywell Regulator Company, Minneapolis, has made ar-rangements to acquire the Time-O-Stat Controls Company, Elkhart, Ind., sub-ject to the approval of the stockholders of the latter company.

Dear Gil:

When I'm feeling blue, when I'm looking down my nose for ideas that have gone for the day, when good copy thumbs its nose and won't come out of this pencil, I like to read a clipping, a carefully folded printed clipping that I keep in a book in a corner of my desk. This is what it whispers: "Advertising men who claim there is nothing new in copy under the sun ought to read Mr. Arbogust's Advertising it is classic, and we have it on the authority of Mr. Elbert Hubbard that 'a classic is a thing so well done as to defy competition." It is signed by the Detroit Free Press. Ain't the roses



OREN ARBOGUST · ADVERTISING .

30 N. MICHIGAN AVENUE, CHICAGO

PRINTERS' INK

Registered U. S. Patent Office

A YOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INE PUBLISHING CO., INC.
Publishers.

OPPICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: A Shland 4-6500, President and Secretary, J. I. ROMER. Vice-President, R. W. LAWERNICE, Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Streets Gove Compton, Manager.

Atlanta Office: 87 Walton Street, Gro. M. Kohn, Manager.

St. Louis Office: 915 Olive Street, A. D. McKinney, Manager.

Pacific Coast: M. C. Mogensen, Manager, San Francisco, Los Angeles, Seattle, Portland. Issued Thursdays, Three dollars a year, \$1.50

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.
Advertising rates: Page, \$135:half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

JOHN IRVING ROMER, Editor ROBERT W. PALMER, Managing Editor ROY DICKINSON, Associate Editor C. B. LARRABES, Associate Editor BERNARD A. GRIMES, News Editor

E. B. Weiss
Thomas F. Walsh
H. W. Marks
Allen Dow

A. H. Deute, Special Contributor Chicago: G. A. Nichols Frederic Read Philip H. Erbes, Jr. London: Thomas Russell

NEW YORK, FEBRUARY 5, 1931

Invite Modern corporations are proud the of the fact that Stockholders thousands of people have confidence enough in the company and its products to become stockholders. Public utilities, particularly, boast of the number of customers who are also part owners. All kinds of efforts are made to build up and retain the confidence of these stockholders. They are told in many ways about the affairs and products of "your company."

Yet these stockholders are seldom, if ever, encouraged to attend the annual stockholders' meetings at which they, theoretically, are supposed to consider and approve the actions of the directors whom they elect. They are not expected to attend these meetings in person. They are represented by proxies. There would be consternation at many stockholders' meetings if one of them, other than the directors and very large holders, should show up.

Perhaps this is a fine tribute to management. Shareholders evidently trust the directors whom they appoint. But the real reason for non-attendance is usually the realization that small stockholders are not welcome. They cannot be barred from the meetings but they can be made to feel uncomfortable.

In England the small stockholders are to be seen at annual and semi-annual meetings in large numbers. They are apt to make a meeting a lively affair. That is one of the reasons why the practice is not encouraged over here. Directors are afraid that they will be asked trivial or embarrassing questions—which is very possible.

Yet we are inclined to believe that many corporations would gain more than they would lose by making the small, as well as the large, stockholder welcome at meetings. The stockholder who attended would certainly feel that he was part of the business, he would become a more loyal spreader of good-will.

Of course, only a few would avail themselves of the opportunity. Even so, they would, no doubt, appreciate being urged to attend. Such an act would strengthen their faith in the management. They would feel that the directors were not trying to hide anything from them.

An open meeting at which stockholders were made to feel really welcome would create a desirable "family" spirit; it is possible that officers and directors would benefit by the contact.

Also, it would give stockholders an opportunity to see in the flesh the officers and directors to whom they entrust their company.

There are objections to the plan, of course. But the benefits out-weigh the evils. Perhaps some big corporations would have to hire a hall—which might be money well spent.

Those companies especially whose stockholders are also customers and prospects would do

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The letter is an editorial in it-

self. It would seem to indicate that those taking the pessimistic It would seem to indicate side are doing so because of habit.

well to consider seriously sending them a cordial invitation to attend the meeting, instead of a formal legal notice of the place and date, and a proxy blank ready to sign.

This Letter Is Now and again we are told by an an Editorial advertiser or a in Itself in Itself publisher that "1931 looks worse than 1930." For their benefit we are making an editorial out of an unsolicited letter we have received from a farmpaper publisher. Here it is:

So far we have received contracts from eighty-seven advertisers who will use 500 lines or more

during 1931.

"The schedules from these accounts aggregate within 4 per cent of as much space as we received from the same accounts during 1930, and we must take into account the fact that many advertisers do not give us their complete insertion contracts this early in the year.

"There isn't any question that these eighty-seven advertisers will more than pick up this 4 per cent before the end of the year.

This record simply means that the well-seasoned advertisers are giving no consideration to a change in their advertising policy. There may be a shrinkage in space from small advertisers who always operate from hand to mouth and do not have the money unless conditions are very good, as well as those who have not advertised in a sufficiently big way over a long period of time so that they know the value of publicity in cutting down sales resistance.

"In 1921 we faced a situation where very few advertisers had money to spend because their capital was tied up in large inventories. We are immeasurably better off now because inventories are cut to a minimum and advertisers know that the money invested in advertising will more quickly bring back their sales volume than any-

Why Should Some of the prominent memthe Chains bers of the Na-Advertise? tional Chain Store Association are said to be renewing their suggestion, originally made two years ago, that the association start an institutional advertising program in behalf of the chain-store idea as such.

We, among others, have repeatedly urged this as one of the very best methods of combating propaganda of the W. K. Henderson type, and all anti-chain representations, both fair and unfair.

We sometimes wonder whether the chains wouldn't be advertising now if the newspapers were not such liberal contributors of space for free publicity purposes. association's efficient publicity department is sending out great quantities of press agent material to the newspapers and many of them consume it avidly.

Publicity, of course, is only publicity; but many people, the association officials obviously included, seem to regard it as advertising, and are all the more attracted to it because it is seemingly free.

If an organization can get its story told and retold without a direct charge in the editorial columns-even though this publicity is no substitute at all for paid space-do not those of its members who lack the advertising mind have a fairly good argument for their conservative stand?

Another method of propounding the question might be this: If the newspapers have advertising space to sell, why should such an astonishingly large number of them donate this space to the chain-store organization-or to anybody else, for that matter-who ought to be paying for the advertising they need?

Hamstringing Domestic Commerce Work

The Appropriations Committee of the House of Representatives has

creased the appropriation of the Domestic Commerce Division of the Department of Commerce by The original appropriation requested was \$250,000 and therefore the cut is a deep one.

In fact, it is deep enough seriously to hamper a branch of the Government that has always been shackled by lack of funds in its efforts to co-operate with business. The Domestic Commerce Division of the Department of Commerce has performed a service for American business, in recent years, that cannot possibly be computed. However, this much is certain: It has compiled information for American business that is worth, and has actually been proved by business itself to be worth, many times the meager appropriations that have been made available by Congress.

The Association of National Advertisers, during its convention at Washington several months ago, devoted an entire day of the meeting to a joint conference with Domestic Commerce officials. Members of the association were enthusiastic in their praise of the work this Federal body is doing. Other business executives who have had occasion to use the division's findings (more would be doing so if they knew of the gold mine of information that is available) are similarly enthusiastic.

The material the Domestic Commerce Division has placed before business has saved so much for commercial organizations; it has helped hundreds of companies so to increase their profits and thus aid general prosperity, that we can conceive of nothing more shortsighted than to hamstring this valuable Federal service by cutting its appropriation.

Facts and Fancies

which was emphasized in a recent address by Bernard Lichtenberg, vice-president of the Alexander Hamilton Institute and immediate past president of the Association of National Advertisers. He said:

"The success of a business enterprise, good times or bad, prosperity or depression, depends largely on our ability to separate facts from fancies—that is to recognize facts, to turn them into ideas and to put those ideas to work creating profits.

"It is the same old story," he observed, "of weeding the garden, of separating the sheep from the goats, of distinguishing between real and synthetic jewels."

Mr. Lichtenberg's similes are well taken. Advertisers are showing great industry in separating the real from the synthetic. We have strong evidence of that at PRINTERS' INK. The readers' service department is getting a record number of inquiries for facts about fundamentals whose telling should be an old story. The popular thing today, if you want to get the interest of the advertisers or the consumer, is to deal with and in facts.

Starts African Game Hunt for Members

Members of the St. Louis Advertising Club have gone in for big game hunting as the result of a membership drive just started by that organization. The drive is taking the form of an African Game Hunt in which a member is granted a hunting license for the first new member brought in. Every additional member "bagged" from February 17 to March 17 represents a member of the big game family, a second member representing a hyena, a third an ostrich, each worth a certain number of points. The campaign sims to encourage a winner to gather a 200.

Applications are passed on by hunting commissioners who will also distribute awards in the contest.

Mail-Order Houses Report Earnings for 1930

Montgomery Ward & Company for the year ended December 31, 1930 show a net profit of \$423,211 after charges and Federal taxes. This compares with a net profit of \$13,434,935 in 1929. Frofit for the quarter ended December 30, 1930. was \$3,417,202, comparing with a net loss of \$345,258 in the preceding quarter, a net loss of \$185,473 in the June quarter and a net loss of \$2,318,260 in the March quarter.

the March quarter.
Sears, Roebuck & Company report a
net profit for 1930 of \$14,308,897,
against \$30,057,652 in 1929. This company added nine stores last year, bringting the total of stores in operation to

With "Catholic Bulletin"

George A. Ghizoni, formerly with the Boyeson Company, St. Paul printer, has joined the advertising staff of the Catholic Bulletin, of that city. y," he garden. om the etween

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Newell-Emmett Company

Advertising . Merchandising Counsel

40 EAST 34TH STREET NEW YORK

IT is a fixed policy of Newell-Emmett that all but a normal profit from each account is plowed back into extra service on that same account.

This practice is the earnest of that other policy, which has won us reputation, to render a service unusual in thoroughness.

"NOT HOW MUCH, BUT HOW WELL"

Advertising Club News

Not a Single Salesman Raised His Hand

New territories for salesmen make it necessary for the men to devote much of their time to introducing themselves and their house. They lose valuable minutes which should be used to sell their line. They appreciate a shortcut which will pave the way for their calls on the trade. The foregoing are some highlights from a talk which Saunders Norvell, president of Remington Arms, Inc., made before a meeting of the busiof the Advertising

ness paper group of the Advertising Club of New York. He told how, when he started in husiness for himself as a hardware job-ber some years ago, his house opened ber some years ago, his house opened up many new territories, sending salesmen to States where it had never before been represented. "At the end of the year," he explained, "we had all of our salesmen bome for a convention, and one of the questions I asked was: "How many salesmen present have called, during the last year, on retail hardware dealers who had never heard of our house?" In resonnee to the question quite a

In response to the question quite a In response to the question quite a number of salesmen raised their hands. These were mostly the men who had gone into the new territories. "Now it does not take much imagination," Mr. Norvell said, "to see how much sales resistance there is when a salesman calls on a dealer and first has to tell him all about his house. I made up my mind, as a result of this experience, to try this experiment:

try this experiment:
"We contracted for back covers of a number of the leading hardware business

number of the leading hardware business publications, and steadily throughout the following year advertised our house, our policies and our various lines of goods on these covers."

A year went by and another convention was held. The same question was asked the salesmen. "This time," Mr. Norvell said, "not a single salesman raised his hand to indicate that be had called on a dealer who had never heard of our house. This, to my mind," he declared, "was pretty conclusive proof of the value of business-paper advertising."

Jobbers and Dealers Search for Innovations in Merchandise

Malter F. Dunlap, president of Klau-Van Pietersom-Dunlap-Younggreen, Inc., advertising agency, addressed the last monthly meeting of the Women's Advertising Club of Milwaukee on the subject of "Facts and Their Place in Business." "Back in the yesterday," he explained, "the jobber purchased goods for use months hence. The dealer did likewise. Any innovation that came to them after they had stocked was discouraging as it was their desire to unload before offering an innovation. Today, however, jobbers and dealers are literally buying hand-to-mouth and searching for new innovations that may give them additional business."

Advertising Convention to Be Held at New York

The annual convention of the Adver-The annual convention of the Advertising Federation of America will be held at New York from June 14 to 18. The board of directors was unanimous in its decision to accept the invitation of Mayor James J. Walker which was presented at the recent luncheon held at New York in honor of Walter A. Strong, chairman of the board of directors and publisher of the Chicago Daily News.

Paily News.

In announcing the decision of the board, Gilbert T. Hodges, president of the Federation, points to the fact that this will be the first time in the history of the Federation, which represents all the varied interests of advertising, that it will have met in New York. "This year," he stated, "it was felt that more could be accomplished toward improving in-dustrial and commercial conditions by bringing delegates to a large business

and advertising center.
"By coming to New York, advertising men will have the benefit of direct conthe will have the benefit of direct contact with business and industrial leaders. We are confident that the attendance at this year's convention will far exceed that of previous years and that its results will be of real value not alone in the field of advertising but to business in general. in general."

Philadelphia Bureau Elects Directors

Directors

The following directors have been elected to the executive board of the Better Business Bureau of Philadelphia; Harry C. Thayer, West & Company; Irving L. Wilson, Jacob Reed's Sons; Walter K. Hardt, Integrity Trust Company; Philip Kind, S. Kind & Sons; Harry L. Bernbaum, Frank & Seder; Arthur Bloch, N. Snellenburg & Company; W. G. Conover, Pilgrim Laundry Company; W. G. Conover, Pilgrim Laundry Company; Company; and Prancis W. Kemble, Goodbody & Company; George D. Lewis, Bankers Securities Corporation; Stacy B. Lloyd, Philadelphia Saving Fund Society; Carl N. Martin, Martin & Company; William I. Mirkil, Mirkil, Valdes & Company; Arthur Peck, Harper & Turner; Edward Starr, Jr., Drexel & Company; Herbert J. Tily, Strawbridge & Clothier, and Paul Zens, Budd Wheel Company.

Poor Richard Club Heads Unemployed Division

The Poor Richard Club of Phila-delphia has accepted the invitation of that city's inemployed committee to head the division including advertising. head the division including advertising, publishing and graphic arts interests. Harry C. Kahn has been appointed chairman of the committee in charge of securing the co-operation of these interests in raising their part of a \$5,000,000 fund for the unemployed.

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ALL that most people see of the telephone company are a telephone and a few feet of wire.

But through that telephone you can talk with any one of millions of people, all linked together by the web of equipment of the Bell System.

All its efforts are turned constantly to one job—to give better telephone service to an everincreasing number of people, as cheaply as it possibly can.

The American Telephone and Telegraph Company provides the staff work for the Bell System. To it the operation of the telephone service is a public trust. It pays a reasonable dividend to its stockholders... and uses all earnings beyond that to improve and extend the service.

There are more than 550,000 stockholders, and no one person

owns so much as one per cent of its stock.

The Bell System operates through 24 regional companies, each one attuned to the needs of its particular territory. In addition, the 5000 members of the Bell Laboratories staff do the scientific work which makes it possible to improve and widen the service at least cost to its users. The Western Electric Company, which manufactures for the Bell System, specializes in the economical production of telephone equipment of the highest quality.

All these facilities are directly available throughout the entire Bell System, at any time or place. . . . Because of them, every dollar that you spend for telephone service brings you constantly greater value and convenience.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY



The Little Schoolmaster's Classroom

THE toy industry, as well as any other industry, must keep abreast of the times. Style is an important factor in the manufacture of playthings, and the toy maker must keep on his toes in order properly to satisfy the sophisticated demand of his present-day juvenile public. In the manufacture of toy automobiles, for instance, nickel plating has given way to chromium and the adoption of free wheeling is rumored

throughout the industry.

The most interesting development in the toy-making field, however, is the increasing importance of instruments of adult recreation. Toy makers are no longer limited solely to the creation of divertisements for the juvenile. Not only have they outdone themselves in developing new games that will hold the interest of the matured mind, but they have also gone far in adapting former juvenile games for adult use. The wide span between the recreational activities of father and infant son is rapidly being closed. It is no longer an absurdity for Father to engross himself with Junior's electric train on Christmas morning while Junior studies a new copy of "Man and His Universe."

There is some doubt as to whether the youngsters or the oldsters are responsible for this merger of recreational interests. It is possible that the oldsters, finding a vicarious rejuvenation in the playthings of youth, have gone more than half way in bringing it about. At least, the Schoolmaster recalls attending a delightful gathering of sophisticates recently at which the most joyous divertisement of the evening was a snappy game of

"Red Rover."

A member of the Class telephoned the Schoolmaster to say that he is reading a book in somewhat unusual fashion. He is using the instalment method, reading so much a day. Other members of the Class have sampled the identical copy of the book, which is within reach of an army of the advertis-

ing business.

This sampling is made available by a New York book shop which is located in an office building in the Grand Central Terminal district. The shop hangs a book outside, on a chain, as a silent invitation to passersby to sample its contents. Account executives, space buyers, copy writers, space salesmen, all have been seen handling the volume. So many people have called this bit of merchandising to the Schoolmaster's attention that even his curiosity has had the better of him.

When New York's Mayor "Jimmie" Walker recently fell in his shower bath, dislocating his shoulder, his slip carried him farther than would be anticipated. It was to be expected that the daily newspapers should feature his misfortune, but the Honorable "Jimmie" was undoubtedly surprised to find, shortly after, that he had tumbled unwittingly into advertising copy.

It was perhaps a sheer coincidence that Abraham & Straus, Brooklyn, N. Y., department store, was planning to feature a sale of its grained rubber bath tub mats at the time the Mayor took his unexpected spill. At least, the Schoolmaster was pleased to note, in the store's newspaper advertising shortly afterward, that Abraham & Straus were quick to snatch the copy possibilities of the Mayor's, for them, timely accident. Need for a Mayor to Tumble!" philosophically commented the advertisement, which carried a reprint of the news item reporting the accident. "This is one of the bumps of life that may be so easily avoided," the copy continued. "Just lay one of these grained rubber mats in the tub."

With a great deal of interest the Schoolmaster read in a recent issue

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available which is g in the district. side, on ation to contents. buyers, nen, all the vole called to the at even etter of

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FINGERS SKID TOO



There is a crucial moment on the arrival of any sales letter. Will it have halt-power-command attention or will it be treated as just another "circular"?

Certainly the copywriter's efforts deserve a better chance than to be printed on enamelled book papers. For fingers skid, too if letterheads are slick.

It is all-important that the typewritten message be on bond paper. May we suggest TWO-TEXT?

It provides a bond surface for the typewritten side. Inside, for the illustrations, you have a

fine coated surface on which half-tones print perfectly.

Sales letters, printed upon TWO-TEXT, can be illustrated in full color-made as interestcompelling as magazine advertisements-with the added advantage of the personal appeal that letters alone possess.

More information can be conveyed by quadri-letters without making the typewritten part unduly long. At 2¢ postage expense, all the necessary information is laid before the prospect for immediate action or ready reference.

Standard Paper Manufacturing Company, Richmond, Va.

TWO-TEXT

ILLUSTRATED LETTER PAPER





Feb. 5.

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of Advertiser's Weekly of London the following announcement:

Two of the oldest advertising agencies in the world have been merged into one this week by the purchase of the good-will of Hooper and Batty, Ltd., by R. F. White and Son Ltd.

merger and Batty, Ltd., by R. F. White and Son, Ltd.

The business of R. F. White and Son, Ltd.

The business of R. F. White and Son was founded in 1800 by James White, a close friend of Charles Lamb and an old bluecoat boy. Christ's hospital, it is interesting to note, was the first client secured by White and the agency still holds the account. This is claimed to be a double record, the agency holding the oldest excount in the world and being the oldest established agency. R. F. White and Son, Ltd., have also handled War Office business from Waterloo to the battle of the Somme, and Admiralty business from Trafalgar to the battle of Justiness from Trafalgar to the particular from Trafalgar to the particular from Trafalgar to the particular from Trafalgar from Trafal

Somme, and Admiralty business from Trafalgar to the battle of Jut-

Hooper and Batty, Ltd., has been established for 101 years.

To the Schoolmaster that seems to be a record. The oldest advertising agency still in existence still handles its first account-130 years

Frank Presbrey states in his book, "The History and Develop-

ment of Advertising": "The advertising contractor, or space-broker type of agency, has existed in England since around 1800. Several of London's largest agencies functioning in 1928 date back to the early years of the nineteenth cen-John Haddon & Co. was organized in 1814. G. Street & Co. has been serving English advertisers and publications since 1830. C. Mitchell & Co., founded in 1837, published the first newspaper di-rectory in 1845."

Unless some member of the Class comes forward with conclusive proof to the contrary, the Schoolmaster will give the gold star this week to the oldest advertising agency in the world still in existence—R. F. White & Son,

Ltd., of London.

How many members of the Class have ever heard of Frederic Eugene Ives? Not many, probably, yet advertising and its allied industries owe much to Mr. Ives.

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The Covered Wagons of '31 Marketing in the Modern Mode

We render the most modern and complete marketing service available to manufacturers-employing the Aerocar method of product display presentation to dealers which is ultra-efficient in providing co-ordinated sales at a fractional cost-made possible through Group Participationin thorough keeping with the economic requirements of this highly competitive age.

Tell us about your product and the sections you wish to develop—and remember, please, that this motorized service is the ideal way of opening up the great SMALL TOWN markets for your product, as well as intensifying big city sales efforts.

NATIONAL MOTORIZED MARKETING

Suite 614, 551 Fifth Avenue

VAnderbilt 3-7616

New York, N. Y.

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His mind was on something else

THE day the publishers' representative had his appointment with the vice-president, the vice-president was courteous and unhurried.

He had many salesmen of his own out selling.

He was willing to listen to a publisher's sales talk.

But his mind was on something else.

He had just been working out a new production schedule, deciding on the addition of a new item to help iron out his employment valleys and peaks.

So it was more than difficult for him to take in the lineage figures and the market statistics the space salesman had to offer.

His mind that day was on stabilization inside the plant, not on publication information.

There is a copy suggestion in this thought to publishers who believe that advertising is a powerful force to assist selling.

For the advertiser reads PRINTERS' INK to help him decide the problem before bim at the time.

Copy in PRINTERS' INK which shows the advertiser how to use a certain medium to help solve one of his present-day problems gets a hearing when bis mind is on the subject.

PRINTERS' INK PUBLICATIONS

Wanted

A Genuine Advertising Salesman

A LONG established New York advertising organization, fully recognized and widely known for the character of the clients served and the effectiveness of copy, design and service rendered, requires a thoroughly seasoned and successful advertising man with experience in securing and developing accounts. It is felt that an exceptional opportunity exists for the right person and sincere cooperation will be given. Liberal Com-Write in full detail. pensation. "Confidentially,"

Box 125, Printers' Ink.

ECONOMICAL MOTION PICTURE PRODUCTION.

We are able to accomplish Important Economies for our Clients in every branch of Advertising-Motion-Picture Production and Distribution by close buying in the lowest market for each division of the work.

Let us tell you about our unique Group of

Motion Picture Advertising Associates-

each Member-Company an organization of expert Specialists in its own particular field-and how we eliminate heavy duplication of Sales and Administrative Overhead for our Clients' benefit.

THE HOLLISTER AGENCY

Specialists in Motion Picture Advertising

Sound-Silent-Animated ("Cartoons") 342 Madison Ave., New York City

that February, 1931, marks the seventy-fifth anniversary of the birth of Mr. Ives and also the fiftieth anniversary of the first commercial production of the halftone process-printing plate for commercial use by printers and publishers. And Mr. Ives is the inventor of the halftone process as it is in common use today. He was not the first to experiment with the halftone process, but he must be credited with being the first to achieve practical success. process is the one that is in universal use today, having outlived all other methods.

Mr. Ives is the holder of over seventy patents on inventions, ranging from color-photography cameras and motion-picture film processes to expression controls on player pianos and, of course, halftone printing processes.

The name of Frederic Eugene Ives deserves a place in advertising's book of fame.

Work Progressing on Study of Lithographic Papers

Progress is being made in the study of lithographic papers which is being conducted by the Bureau of Standards of the United States Department of

of the United States Department of Commerce in co-operation with the Lithographic Technical Foundation, Inc., New York, according to a report issued by the Foundation.

From July to November, 1930, the report states, a survey of those lithographic operations involving paper was carried out in thirty-three different plants, with the object of studying paper troubles from the lithographer's standplants, with the object of stand-troubles from the lithographer's stand-point and classifying them in the order of importance. As a result it was de-termined to study first the factors caustermined to study first the factors causing misregister. Arrangements were made with the American Lithographic Company for the use of the facilities in their Buffalo plant and this work was begun November 10.

At a meeting of the advisory committee held at the Bureau of Standards last December, the work already accomplished was approved and a future program decided upon.

Dr. F. H. Thurber, research associate at the Bureau of Standards, is in charge of the actual research with the co-operation of an advisory committee consisting

tion of an advisory committee consisting of technologists representing the litho-graphic and allied industries appointed by the Lithographic Technical Founda-

Beck Elects J. H. Donahue

J. Harry Donahue, sales manager of the Philadelphis office of The Beck En-graving Company, Inc., has been elected a director of that company.

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Appointed by Utility Blade Corporation

Theodore Steinbach, formerly general manager of Otto Roth, Inc., Newark, N. J., and, before that, with H. Boker & Company, New York, has been ap-pointed general manager of the Utility Blade Corporation, Irvington, N. J., Blade Corporation, Irvington, N. J., manufacturer of safety razors and safety razors blades. A. J. Lindblad, also formerly with the Roth and Boker companies, as sales manager, and at one time vice-president and sales manager of Weibusch & Hilger, Ltd., New York, has been appointed sales manager of the Utility Blade company.

L. E. Shecter Starts Own Business

Louis E. Shecter, advertising counsel-lor of Hecht Brothers, Baltimore and New York, in addition has opened an advertising business under his own name at Baltimore. Before joining the Hecht Brothers he was with The Joseph Katz Company, Baltimore advertising agency.

Appointed by Insurance Advertising Group

Eustace Alexander Brock, secretary of the Great-West Life Assurance Company, Winnipeg, has been appointed chairman of the general program committee for the annual convention of the Insurance Advertising Conference, to be held at Toronto, October 4 to 7.

Appoints Pedlar Agency
The Louis C. Pedlar Corporation,
New York advertising agency, has been
appointed to direct the magazine advertising of Cumulative Trust Shares, a
fixed investment trust sponsored by the Distributors Group, Inc., and the Bancamerica-Blair Corporation, both of New York. Magazines will be used.

Appoint Lew H. Follett

Lew H. Follett, publishers' representa-tive, Chicago, has been appointed repre-sentative in the Chicago district of the Dairymen's Journal, East St. Louis, Ill; the Stock & Dairy Farmer, Duluth; the Inland Poultry Journal, Indianapolis, and the Farmer's Home Journal, Louis-

Death of Joseph T. Aultman

Joseph T. Aultman, president of the Aultman Outdoor Advertising Company and a pioneer in outdoor advertising in Milwaukee, died recently at San Antonio, Tex. He was fifty-five years old.

ADVERTISING SALESMEN

Several high-grade men and women to sell advertising space in exclusive National Publication reaching Club Women. Appli-cants must be well educated, tactful and of pleasing personality, over 30 years of age and experienced in such work. Unusual onportunity for splendid earnings on straight commission basis. State age, religion, ex-perience, references and past earnings. perience, references and past earning Address "M," Box 127, Printers' Ink.

Does Your Business Need an Executive Who Isn't "Brass Hat"?

Experience and ability qualify this man for active work as:

- 1. Assistant to a top-notch President or Sales Manager who needs a competent and trustworthy right-hand-man to shoulder part of his responsibilities.
- 2. Sales Manager of a progressive but not too large manufacturer.
- Advertising Manager of high-grade trade or class publication.

He know marketing, space selling, advertising and packaging. His record, whill bear closest investigation, has been one of outstanding success: 7 years sales executive with large manufacturer: 5 years space salesman and advertising manager for trade periodicals of recognized standing. Energetic. reliable, creative, enthusiastic, self-statting. College graduate, 57, Christian, Single, Available February 15. Free to go anywhere.

Address "R," Box 272, Printers' Ink

AGENCY PARTNER WANTED

A fully recognised New York City agency amply financed and established nearly five years has a splendid opportunity for a self-supporting advertising agency executive.

Unusual facilities exist for sound service to clients—facili-ties that no other New York agency has. What is needed is another principal who can help us develop these unique oppor-

Mo investment will be necessary until a trial period shall have proven that all parties can work together to a mutually profitable advantage.

Very possibly a merger with another agency might be formed to mutual advantage.

Address "L." Box 126 Printers' Ink

Announcement

Page-Davis School of Advertising announces a new, thorough home study Course in Modern Advertising. Prepared in co-operation with leading Agency men and prominent Advertising Managers. No text books, no theory, no red tape. Material all in loose-leaf form. An intensive plan of Practical Advertising training, based upon the "Learn By Doing Method." For information address Page-Davis School of Advertising, 3601 Michigan Ave. Dept. 4242, Chicago.

Wanted-

Young man with experience in creating ideas, sketching and layout work for sales contests. Must be willing to start at moderate salary. Give full details as to ability and experience.

Address "C," Box 120, P. I.

If You're A Hustler -

And an experienced advertising man, this is your opportunity. Weekly newspaper for sale, half-hour from Times Square, rich residential section, offering splendid promise for future growth. Shows \$8,500 profit. Doing \$20,000 a year. Right man can increase business, cut expenses and do even better. Must have at least \$10,000 cash. Address "J," Box 125, Printers' Ink.

IF YOU CAN USE

a writer of copy that sines and copy that solis I've got a real carload of ability to hitch on to your organization. I have made a little to the solid property of the solid pro

Selling through NS

The profitable way is to know how to get agents and keep them ownking. We know how as a result of ten years' specialization in direct selling. Write or call Direct Selling Headquarters. THE MARX-FLARSHEIM CO., 829 Enquirer Bids.. Ciscination.

Railway Advertising Agents Meet

Ray Maxwell, Missouri Pacific Railway, St. Louis, was re-elected president of the American Association of Railway Advertising Agents at the recent annual meeting held at Chicago. O. J. McGilliss, Great Northern Railway, was elected to serve as vice-president along with four others who were re-elected to that nosition. They are: W. S. Davis, Reading Company; F. Q. Tredway, Southern Pacific Company; C. W. Higgins, Canadian National Railways; and I. R. Malpica, National Railways of Mexico. H. P. Ricadonna, Chicago Great Western Railroad, and E. A. Abbott were re-elected treasurer and secretary, respectively.

spectively.

The problem of how to create more railroad travel occupied principal attention at the session. Various types of advertising mediums were discussed with special reference as to how each might be made more effective in combating the continuing decline in passenger earnings. In order that a closer study may be made of railway advertising, it was decided to appoint regional committees for this purpose, these committees to report their findings to the executive committee for further study and presentation at next year's meeting. It was also decided to publish an association bulletin at regular intervals to keep members in closer touch with developments in this field of advertising.

It was also decided to publish an association bulletin at regular intervals to keep members in closer touch with developments in this field of advertising. In 1932 the meeting will be expanded to cover two days instead of one, as previously, in order to permit fuller discussions. An exhibit of the various types of advertising done by member companies during the preceding year will start as a new annual feature. Prizes will be awarded to the best exhibits.

Henry Selinger with Lord & Thomas and Logan

Henry Selinger, for the last two years manager of radio station WGN, Chicago, has joined the radio department of Lord & Thomas and Logan, Inc., at that city.

Quin Ryan succeeds Mr. Selinger at WGN.

Refrigeration Units to Hutchins

The Monroe Refrigeration Engineering Company, Brockport, N. Y., portable refrigeration units, has appointed the Hutchins Advertising Company, Rochester, N. Y., advertising agency, to direct its advertising account. Business papers will be used.

CORRESPONDENCE SUPERVISION

New Manual . . , just published. Typewritten handbook of 40-odd pages. First complete analysis so far written on this important subject. Price \$5.00 postpaid.

S. R. STAUFFER

1378 Nicollet Ave. Minneapolis, Minn.

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General Electric Consolidates Lamp Sales Promotion Groups

The sales promotion departments of the Edison Lamp Works and the Na-tional Lamp Works, both subsidiaries of the General Electric Company, and of the General Electric Company, and located at Cleveland, have been consolidated. H. Freeman Barnes, who had been sales promotion manager of the Edison Lamp Works, now acts in that capacity for the consolidated department, which is more collect the New Park cales. which is now called the Nela Park sales promotion department of the General Electric Company.

National Broadcasting Reports Increased Revenue

The gross revenue of the National Broadcasting Company, New York, amounted to more than \$22,000,000 for the year 1930, according to the annual report of Merlin H. Aylesworth, president. The gross revenue in 1929 was \$14,310,382. During 1930, the report discloses, time on the air was sold to 263 advertisers who used the facilities of the WEAF and WIZ networks, an increase of sixty-four over the previous year. vear.

Form New Industrial Film Service

B. Franklin Haugh and Frank Lappin have opened their own industrial
film business, with headquarters at 245
West 55th Street, New York, under the
name of the Visual Service Company,
Inc.. Both men were formerly with the
lam Handy Picture Service, Chicago,
Mr. Haugh as supervisor of Eastern
sales and Mr. Lappin as editorial and
production contact representative. The
new organization will be associated with
Loucks & Norling Studios, New York.

Pinet Shoes to Hamilton

Agency

The F. Pinet Company, Inc., New York and Paris, manufacturer of wo-men's shoes, has appointed William Irv-ing Hamilton, New York advertising agency, to direct its advertising account. Magazines and newspapers will be used.

ADVERTISING DISPLAY SALESMEN

To represent large manufacturer having something new in high class third dimensional displays. No competition, large potential field; opportunity for attractive income and brilliant future on heavy repeat business. Exclusive franchise including effective co-operation. Men now in advertising display field will be given preference. Factory official will interview. Give character and sales reference as well as lines how carried. Our own men know of this advertisement. Address 'N.' Box 129, Printers' Ink, 231 Bouth La Salle St., Chicago, Ill.

THREE POSITIONS ONE SALARY

RAINED agency executive, skilled in analysis, ideas, plans, contact and execution, can cover positions of writer and layout man, plan compiler, contact man and solicitier for ascency under \$750,000 volume until conditions improve. If desired, can purchase interest. Prolife and rapid producer of correct plans and fine work; in past has directed capy department and secured and developed unassisted for one agency \$30,000 annual areas. Modern, effective ideas on agency development. 39, married, Christian—can go anywhere. Details at interview. Address "O." Box 270, Printers' Ink.

AGENCY MERGER Or the Like

Small agency with unique features, well rated, fully recognized, is so staffed and financed as to be in excellent position to consider association of another similar group, a oneman agency or executive whose profits and progress would be greatly enhanced thereby. "T," Box 273, Printers' Ink.

Distribution of a sound, legitimate, manufactured product for New York Metropolitan Area or New Jersey by former District Sales Manager of one of higher priced group automobiles.

Would also consider buying an interest in a small manufacturing or distributing or-ganization that is capable of sales expansion. All replies will be treated with confidence. Address "U," 274 care of Printers' Ink.

HAMILTON HALIFAX MONTREAL LONDON, Emp.

"GIBBONS KNOWS CAN

J. J. GIBBONS Limited

CANADIAN ADVERTISING AGENTS

WINNIPEG REGINA CALGARY EDMONTON VICTORIA

218 classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75 First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

Highly Trained Feature Writer with "camera car" constituting complete mobile unit wants publicity or magazine assignments. Has worked for leading agencies and magazines. Can efficiently and inexpensively cover any assignment on Atlantic seaboard. Box 481, Printers' Ink.

WANTED: PRESS WORK

Bargain circulars, 17½x22½, News Print Broadsides 22½x35, high-speed Duplex rotary press work—one or two colors and black, job printing. Capacity of several million a week. Foster & McDonnell, 728 W. 65th St., Chicago, Illinois.

Publishers—Advertising Managers
Develop more business and cut cost of
covering Buffalo area. Experienced rep-resentation, frequent solicitation offered
publication with possibilities in this good
but sometimes neglected zone. Commis-sion or drawing account. J. F. Hoover,
211 Curtis Bldg., Buffalo, N. Y.

EMPLOYMENT SERVICES

General Managers, Sales Managers, Advertising Managers, Comptrol-lers, Treasurers, other important Advertising lers, Treasurers, other important men have for twelve (12) years engaged us to negotiate new connections. INDIVIDUAL. CONFIDENTIAL. Not an employment agency. Jacob Penn, Inc., 535 Fifth Ave. at 44th St. Established 1919.

EXECUTIVES-CRAFTSMEN-JUN-IORS-SECRETARIES-CLERICAL

Muncy Placement Service

280 Madison Avenue, New York City CAledonia 5-2611

Elizabeth Muncy for 10 years in charge of employment bureau of AAAA.



Free Lance and Staff Basis

ART ALLIANCE OF AMERICA Placement & Design Advisory Service 65 East 56 St. PLaza 3-6571-9756

HELP WANTED

TYPOGRAPHIC SALESMEN

We are willing to make suitable terms to the man who is doing \$40,000 business a year. Write fully. Box 465, P. I. ADVERTISING SOLICITOR for well established Catbolic weekly newspaper in New York State. A. B. C. Permanent Salary or commission. Possibilities. Box 455, Printers'

EXECUTIVE TO TAKE CHARGE OF SALES—A successful corporation with ample financial resources desires to seample mancial resources desires to se-cure the services of an experienced ex-ecutive. Must be energetic, familiar with the printing ink business and cap-able of organizing extensive sales de-partment. Write in detail. All replies held strictly confidential. Box 458, P. I.

Attractive Openings

ADV. MANAGER, large food Co.; under 40; thoro. food exp. req. \$20,000-\$25,000 ART DIRECTOR, A1 adv. agency exp. ART DIRECTOR, AI adv. agency exp. age 27-38, good figure man \$6,000-\$8,000 COPY WRITERS, AI agency exp.; age 25-40, for N. Y. 4-A's \$5,000-\$8,000 Consult W. A. Lowen in confidence: 9-1 P.M. Vocational Bureau, 105 W. 40th St.

ADVERTISING SALESMEN

If you possess practical knowledge Newspaper Features work and sales ability, a nationally known, financially sound organization can give you an opportunity to sell two Newspaper Features; one on Women's Style and the other a combined compilation of business forecast, compiled by 34 economic experts,

by 34 economic experts.

Substantial income assured a producer who can sell on high-rate straight commission basis. Traveling required. Give full particulars of past experience in reply. Box 470, Printers' Ink.

MISCELLANEOUS

LINEAGE PROMOTION BY DIRECT MAIL CAN BRING REMARKABLE RESULTS. One of country's crack men in this type of work now open for offer. Box 480, Printers' Ink.

POSITIONS WANTED

YOUNG MAN, nineteen, with two years college training, wishes to enter advertising field. Can do typing and office work. Excellent references. Salary \$15-\$18. Box 467, Printers' Ink.

Former business and newspaper editor wants position as director of publicity and advertising with large corporation, preferably in metal industry. Knows news and how to make it interesting. Box 462, P. I.

ARTIST

Young woman who can visualize, fayout, and finish art work on mailing pieces, hooklets, etc.; Design, figure, color. Salary \$75.00. Box 479, Printers' Ink.

\$85 WEEKLY COPY AND FINISHED LAYOUTS
NATIONAL, MAIL ORDER, DIRECT MAIL; outstanding experience prominent agencies; New Yorker. Box 477, P. I.

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YOUNG MAN, 22, with university journalism degree who has been advertising man-ager newspaper, theatre publicity man, and has seen most of the world, wants city agency or newspaper connection. Box 473, P.

ARTIST—32 years of age, 10 years' experience with ability to create distinctive modern layouts, lettering and design, wishes position full or half time. Box 457, Printers' Ink.

Advertising Man—28, able writer, ac-complished artist, layout and typographic expert. Thorough knowledge mechanical production. Agency, printing and retail store experience. Executive. Box 466, P. I.

COPY AND CONTACT MAN
Four years' advertising agency, manufacturing and direct mail experience; university graduate, single; can go any-where. Box 469, P. I., Chicago Office. Artist—Agency, studio, and manufacturing experience. Figure work, illustration and layouts. Handle all mediums in black and white and color. Salary reasonable. Middle West preferred. Box 459, Printers' Ink.

Advertising Artist—versatile, illustrating, lettering, design and layouts for ads and direct mail. Experienced in servicing advertisers, agencies, printers, engravers. Steady, part-time or free lance. Salary moderate. Box 456, P. I.

SALESMAN—Assistant to Sales Manager, 10 years' road experience with Drug Trade, wants connection with growing house where knowledge of merchandising, advertising and real selling ability can be cashed in on. National house preferred. A-1 references. Box 461, P. I.

CAN YOU USE a versatile ARTIST who knows advertising from research through planning, producing and placing the finished product? Excellent background of printing and engraving experience. Present position—assistant to manager of small agency handling industrial accounts. Box 476, Printers' Ink.

Representative - Ohio Territory - Six years' experience in selling, sales management, promotion, and correspondence in industrial field. Advertising training. Age 27, college, married, family. Dignified proposition—no high pressure. Available now, moderate salary, prefer Columbus head-quarters but will go anywhere. Box 454, Printers' Ink.

I'LL KEEP YOUR BOOKS OR HELP ON THEM—CHECK CUT BILLS— MAKE OUT SPACE BILLS—READ PROOF—TYPE COPY—CHECK ADS—RELIEVE AT SWITCHBOARD AND I WANT A JOB. Accurate, com-petent, consistent worker. Will EARN DV SALVEY Chicago Seferice Box petent, consistent worker. Will E my salary. Chicago references. 460, Printers' Ink, Chicago Office.

SALES MANAGER

Presently directing three hundred sales-men. Only reason for wanting change is for advancement. Have worked ten years with national concern, five years as sales manager. Specialty selling. Per-sonal interview desired. Age 33. Box 464, Printers' Ink. Business Paper Editor Availablehad wide experience in merchandising a...d production fields as well as in the eco-nomics of general business. Capable of directing editorial force. Box 463, P. I.

ARTIST-Lettering, designing, retouching. Photo engraving bouse experience. Seeks connection with agency, engraving or publishing house. Moderate salary. Box 482, Printers' Ink.

AGENCY EXPERIENCE
Is What I Want
10 years in N. Y. C. as letterer, designer,
layout man—age 26, at present employed
in Lithograph House. Salary secondary.
Box 468, Printers' Ink.

ADVERTISING SALESMAN — First class, thoroughly experienced in large general and class magazine and trade paper work; have managed advertising department and New York City branch office; wide acquaintance; successful rec ord; open to engage in position requiring responsible man; highest references; let-ters confidential. Box 478, P. I.

CREATIVE MAN

4-A Agency writer, layouter, productioner; age 32, married; now with large Mid-West agency; long, varied experience (largely M. Y.). If yours is a big leaguer proposition, offering potentials for Ten Thousand, write for a résumé of my "past performances." Box 478, P. I.

Timely Sales Promotion-The times suggest—for some firms—a fearless frank-ness in their consumer contacts—ringing sincerity in the STORY of their product. Let this seasoned writer-executive help you to REVERSE buyer indifference by you to REVERSE buyer indifference by putting the right confidence-inspiring slant into your printed sales aids. Able— soundly original. Prefers manufactur-ing field. Weighty references. Salarv. "Dependable," care COMMERCE AND FINANCE, 95 Broad Street, New York.

Retrenchment-

has wiped out my job. I was edi-tor of a monthly house magazine for national fiction weekly—completely handling writing, layout, production. I am experienced sales promotion copy man-excellent correspondent; have newspaper reportorial experience; excellent references. Age 24. College education. The starting salary is not important-the opportunity for making more salary is! Box 475, P. I.

ADVERTISING & SALES MANAGER Experienced in all branches of advertis-ing and especially successful in handling and building up sales direct by mail. This man is of mature age and judgment This man is of mature age and judgment being just at 40. Has splendid record of achievement. Being at present unem-ployed will be glad to take a job with some firm needing high grade man but which cannot afford to pay a big salary. Here is an opportunity to get the ser-vices of a high caliber man at your own figure. For particulars write to Box 471, Printers' Ink.

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Nothing that appears in PRINTERS' INK may be reprinted without special permission. The use of our articles or quotations from them for stock-selling schemes is never authorized.

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PERSONAL WELL-BEING NEXT BIG ECONOMIC DEVELOPMENT

Why not personal well-being as the next big development to take up the slack in United States industrial life?

We've had steamships, railroads, automobiles and radio. Economists are asking—what now?

Suppose we check up on personal well-being—look at the attention given through the White House Conference to Child Welfare—this means proper foods, properly prepared—more facilities for play, better sleeping arrangements, sun lamps, athletic equipment and a raft of other things multiplied by millions.

Look then at the modern adult, man or woman—with increased understanding and applications of hygiene and medical science generally more desire to be out-of-doors—golf, boating, resorts, airplanes number of bath tubs, refrigerators, vitamins in right foods.

This 'personal well-being' is not an industry in the narrow sense that the earlier developments have been. Yet the other developments were not bought and used as so much material; i.e., railroads, steamships, autos, airplanes are transportation; telephones, telegraph, radio are communication.

Personal well-being will, it is forecast, take its place with the other large fundamental needs that industry supplies.

Food is number one in the list of human needs and while food must be included as a large part of personal well-being, modern desires and modern science embrace today many other items that contribute to well-being and the art of living.

So sell well-being—the idea of each individual and family living a life full of enjoyment and attainment.

The forces of the printing press, and schools and example, are everywhere about us aiding in making converts to this art of well-being.

We toss this suggestion into the advertising arena—that copy appealing to the ramifications of personal well-being will move much merchandise—soaps, bungalows, shoes, refrigerators, foods, travel, ventilators, bath tubs, tooth paste, sun lamps and golf sticks.

It's a great fundamental advertising appeal for the day and age.

A most considerable amount of individual buying can go on for years to come before we satisfy the needs developed by the growing demands of the new intelligence in personal well-being.

Physical Culture Magazine is the largest selling magazine dedicated to the art of good living.

Think of advertising your product to people who think primarily of well-being—then think of advertising in Physical Culture Magazine. The two are inseparable.

Write for a copy of our latest booklet on personal well-being it is entitled "Living the Good Life"; just address Physical Culture Magazine, 420 Lexington Avenue, New York City. In 1930 the Chicago Tribune carried

7,591,919 MORE

lines of advertising than appeared in any other Chicago newspaper

Chicago Tribune

